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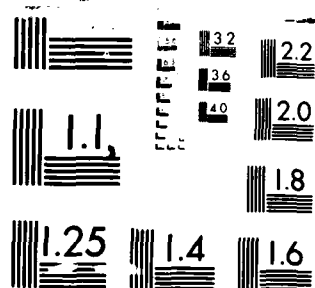
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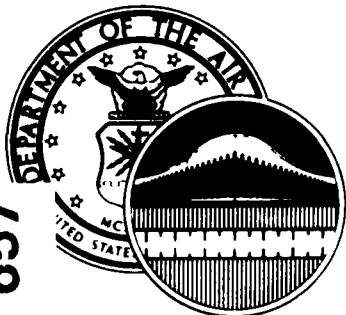
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AD-A179 657

OCCUPATIONAL SURVEY REPORT

APR 27 1987

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SUBSISTENCE OPERATIONS
CAREER LADDER

AFSC 612X1

AFPT 90-612-550

APRIL 1987

OCCUPATIONAL ANALYSIS PROGRAM
USAF OCCUPATIONAL MEASUREMENT CENTER
AIR TRAINING COMMAND
RANDOLPH AFB, TEXAS 78150-5000

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TABLE OF CONTENTS

	<u>PAGE NUMBER</u>
PREFACE.	iii
SUMMARY OF RESULTS	iv
INTRODUCTION	1
SURVEY METHODOLOGY	2
Inventory Development.	2
Survey Administration.	3
Survey Sample.	3
Task Factor Administration	3
SPECIALTY JOBS	5
Career Ladder Structure.	5
Structure Overview	6
Job Descriptions	8
Summary.	14
ANALYSIS OF DAFSC GROUPS	14
Skill-Level Descriptions	15
Summary.	19
ANALYSIS OF AFR 39-1 SPECIALTY DESCRIPTIONS.	19
TRAINING ANALYSIS.	20
First-Enlistment Personnel	20
Training Emphasis.	22
Specialty Training Standard (STS).	22
Entry-Level Training	32
JOB SATISFACTION	32
WRITE-IN COMMENTS.	34
COMPARISON TO PREVIOUS SURVEY.	39
IMPLICATIONS	39
APPENDIX A	41

PREFACE

This report presents the results of a detailed Air Force occupational survey of the Subsistence Operations career ladder (AFSC 612X1). The project was undertaken at the request of the Combat Support-Engineering Training Division, Headquarters Air Training Command, Randolph Air Force Base, Texas. Priority was established by the Occupational Analysis Program Priorities Working Group (PWG) in accordance with AFR 35-2.

The survey instrument used in this project was developed by Second Lieutenant Charles T. Jervey, Inventory Development Specialist. Computer support for this project was provided by Mr Wayne Fruge, while administrative support was provided by Mr Richard Ramos. Mr Hank Dubois, Occupational Analyst, analyzed the survey data and wrote the final report. The report has been reviewed and approved by Lieutenant Colonel Charles D. Gorman, Chief, Airmar Career Ladders Analysis Branch, Occupational Analysis Division, USAF Occupational Measurement Center.

Copies of this report are distributed to Air Staff sections, major commands, and other interested training and management personnel. Additional copies, and computer printouts from which this report was produced, may be obtained on request to the USAF Occupational Measurement Center, Attention: Chief, Occupational Analysis Division (OMY), Randolph AFB, Texas 78150-5000.

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Center

SUMMARY OF RESULTS

1. Survey Coverage: Survey results are based on the responses of 640 members representing 70 percent of all assigned AFSC 612X1 career ladder personnel and 78 percent of all personnel eligible for survey.

2. Specialty Jobs: Four clusters of jobs and two independent job types were identified in the analysis. These jobs represent the full range of Subsistence Operations (Commissary) activities, and include:

COMMISSARY MANAGEMENT PERSONNEL
WAREHOUSE AND STORE WORKERS
SUBSISTENCE ADMINISTRATIVE CLERKS
COMMISSARY FRONT-END PERSONNEL
PRICE CONTROL CLERKS
TRAINING TECHNICIANS

3. Career Ladder Progression: The 3- and 5-skill level jobs include routine or operational duties and tasks with little supervisory management responsibility. The 7-skill level job is one of both management and supervision, along with operational responsibilities.

4. AFR 39-1 Specialty Descriptions: A review of the 7-skill level description is recommended. The current document reflects a job that is totally management or supervisory oriented--while DAFSC 61271 personnel are spending approximately 40 percent of their job time in duties outside of management and supervision.

5. Training Analysis: The AFSC 612X1 Specialty Training Standard (STS)--the basic document for any Air Force Specialty training program--was found in need of review. Entry-level residence training in this career ladder was not supported by survey data.

6. Job Satisfaction: The examination of responses to job satisfaction questions revealed that while satisfaction is comparable or slightly improved since the previous survey (1979), the career ladder reflects lower satisfaction than other direct support specialties surveyed in 1986.

OCCUPATIONAL SURVEY REPORT
SUBSISTENCE OPERATIONS CAREER LADDER
(AFSC 612X1)

INTRODUCTION

This is a report of an occupational survey of the Subsistence Operations (AFSC 612X1) career ladder completed by the Occupational Analysis Division, USAF Occupational Measurement Center. The occupational survey was conducted in response to a request from HQ ATC/TTQ for occupational data on jobs and tasks performed by AFSC 612X1 personnel for possible development of a 3-level resident training course. The Subsistence Operations function was previously surveyed in 1979 when it was integrated with the Services (AFSC 611X0) career ladder. Just prior to publication of that study, Subsistence Operations personnel were separated from the Services career ladder and assigned their own AFSC.

The 30 April 1980 revision to AFR 39-1 establishing Subsistence Operations in the Airmen Classification Structure transferred Subsistence Operations duties and responsibilities from CEM Code 61100 and AFSCs 61190, 61170, and 61150/30/10 to the new CEM Code 61200 and AFSCs 61299 and 612X1. Subsistence Operations personnel share a common 9-skill level (AFSC 61299) and CEM Code (61200) with the Meatcutter (AFSC 612X0) career ladder. Subsistence Operations personnel receive administrative and personnel support at the base level, while reporting officially to their respective regional Subsistence Operations Complex as a part of the Air Force Commissary Service (AFCOMS) management structure. As indicated above, there is no formal basic resident training course for airmen entering the AFSC 612X1 career ladder. Personnel are entered into 3-skill level on-the-job training (OJT).

Personnel assigned to the Subsistence Operations specialty perform tasks associated with the operation of Air Force commissary and troop issue support activities. Duties include such functions as receiving, pricing, and displaying merchandise; proper storage, selling techniques, and customer service; and preparing and maintaining records, documents, and accounts.

This report contains background information and task performance data for a worldwide sample of Subsistence Operations personnel. The major areas discussed in this report include: (1) survey methodology, (2) current job structure within the career ladder, (3) analysis of skill level groups, (4) training considerations, and (5) analysis of job satisfaction.

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SURVEY METHODOLOGY

Inventory Development

The data collection instrument for this occupational survey was USAF Job Inventory AFPT 90-612-550, dated May 1986. A preliminary task list was prepared after reviewing pertinent career ladder publications and directives, tasks from previous job inventories, and data from the 1979 Services and Meatcutters (AFSCs 611X0 and 611X1) occupational survey report (OSR). This preliminary task list was refined and validated through personal interviews with 32 training and operational subject-matter experts selected to cover a wide variety of AFS 612X1 functions at the following locations:

3400 TTW, Lowry AFB CO

- Location of the G3AZR61271 000 Subsistence Operations Technician course

HQ AFCOMS, Kelly AFB TX

- Headquarters Air Force Commissary Service (AFCOMS)

Randolph AFB TX

- Representative of a large commissary operation

Lackland AFB TX

- Representative of a large commissary operation
- South Central Region Headquarters for AFCOMS

Brooks AFB TX

- Representative of a small commissary operation

Elmendorf AFB AK

- Representative of a large commissary operation
- Considered to be an "overseas" operation

Eglin AFB FL

- Location for the contingency school, Priority Improved Management Effort Food and Readiness (PRIME FARE)
- Representative of a large commissary operation

Hurlburt Field FL

- Representative of a small commissary operation

Tyndall AFB FL

- Representative of a large commissary operation

MacDill AFB FL

- Largest commissary operation in CONUS

This process resulted in a final job inventory containing a list of 442 tasks grouped within 14 duty headings and a background section which captured information such as grade, TAFMS, duty title, and job interest, from each respondent.

Survey Administration

During the period July through October 1986, consolidated base personnel offices in operational units worldwide administered the inventory booklets to personnel holding Subsistence Operations DAFSCs (612X1). The personnel were selected from a computer-generated mailing list obtained from personnel data tapes maintained by the Air Force Human Resources Laboratory (AFHRL). Each individual who responded to the inventory first completed an identification and background information section, then checked each task performed in his or her current job. After checking all tasks performed, the respondent rated each of these tasks on a 9-point scale indicating relative time spent on that task from 1 (very small amount time spent) through 5 (about average time spent) to 9 (very large amount time spent). To determine relative time spent for each task checked by a respondent, all of the respondent's ratings were assumed to account for 100 percent of his or her time spent on the job. These ratings were summed and then divided by the number of total responses and the quotient multiplied by 100. This procedure provided a basis for comparing tasks not only in terms of percent members performing, but also in terms of average percent time spent on tasks and groups of tasks.

Survey Sample

Eligible AFSC 612X1 personnel (only those who had been working in their present job at least 6 weeks are considered eligible) were administered survey booklets. Table 1 shows the percentage distribution by paygrade groups of assigned personnel in the career ladder as of October 1986. Also listed in this table is the percentage distribution by paygrade groups of respondents in the final survey sample. As the table displays, survey representation by paygrade was excellent. The 640 respondents included in the final survey sample represent 78 percent of the AFSC 612X1 career ladder personnel eligible for survey--a very acceptable survey return rate.

Task Factor Administration

In addition to completing the job inventory, selected senior AFSC 612X1 personnel (generally E-6 and E-7 technicians) were asked to complete a second booklet for collecting either training emphasis (TE) or task difficulty (TD) data. The TE and TD booklets are processed separately from the job inventory booklets. Data obtained from the TE and TD booklets are used in analyses discussed later in this report.

Training Emphasis (TE). Technicians completing TE booklets were asked to rate tasks on a 10-point scale ranging from no training required (0) to extremely heavy training required (9). Training emphasis is a rating of which

TABLE 1
PAYGRADE REPRESENTATION OF SURVEY SAMPLE
(ASSIGNED MANNING AS OF OCTOBER 1986)

<u>PAYGRADE</u>	<u>PERCENT OF ASSIGNED</u>	<u>PERCENT OF SAMPLE</u>
E-1/E-2	13	8
E-3	32	35
E-4	20	22
E-5	19	19
E-6	10	10
E-7/E-8	6	6

Total 612X1 Personnel Assigned - 916
 Total 612X1 Personnel Eligible for Survey* - 821
 Total 612X1 Personnel in Survey Sample - 640
 Percent of Assigned in Sample - 70%
 Percent of Eligible in Sample - 78%

* Personnel projected for PCS, retirement, or discharge; those in hospital status; and those with less than 6 weeks in their present job are not eligible for survey.

tasks require more emphasis in structured training for first-term personnel. Structured training is defined as training provided at resident technical schools, field training, formal on-the-job training (OJT), or any other organized training method. Training emphasis data were independently collected from 27 experienced Subsistence Operations Technicians (7-skill level personnel) stationed worldwide. If the raters were in complete agreement on what tasks were important for first-enlistment training, the interrater reliability would be 1.0. The raters' interrater reliability was requiring some form of structured training to support first-enlistment jobs.

Task Difficulty (TD). Those senior technicians completing a TD booklet were asked to rate all inventory tasks on a 9-point scale (from extremely low to extremely high) as to relative difficulty. Difficulty is defined as the length of time required by an average member to learn to do the task. Task difficulty data were collected from 35 experienced AFSC 61271 personnel worldwide. As with TE ratings, if all raters were in complete accord on the relative difficulty of tasks in the inventory, the interrater reliability would be 1.0. The interrater reliability for the TD raters was .94, indicating good agreement on the relative degree of difficulty for each task in the inventory.

When used in conjunction with other information, such as percent members performing, both TE and TD ratings can provide insight into training considerations.

SPECIALTY JOBS (Career Ladder Structure)

The structure of jobs within the Subsistence Operations career ladder was examined on the basis of similarity of tasks performed and the percent of time spent ratings provided by job incumbents, independent of background or specialty factors.

For the purpose of organizing individual jobs into similar units of work, an automated job clustering program is used. Each individual job description in the sample is compared to every other job description in terms of tasks performed and the relative amount of time spent on each task in the job inventory. The automated system is designed to locate the two job descriptions with the most similar tasks and percent time ratings and combine them to form a composite job description. In successive stages, new members are added to initial groups or new groups are formed based on the similarity of tasks and percent of time ratings in each individual job description. This procedure is continued until all individuals and groups are combined to form a single composite representing the total survey sample.

The basic identifying group used in the job structuring process is the Job Type. A job type is a group of individuals who perform many of the same tasks and spend similar amounts of time performing them. When there is a substantial degree of similarity between different job types, they are grouped

together and labeled as Clusters. In many career ladders, there are specialized job types that are too dissimilar to be grouped into any cluster. These unique groups are labeled Independent Job Types.

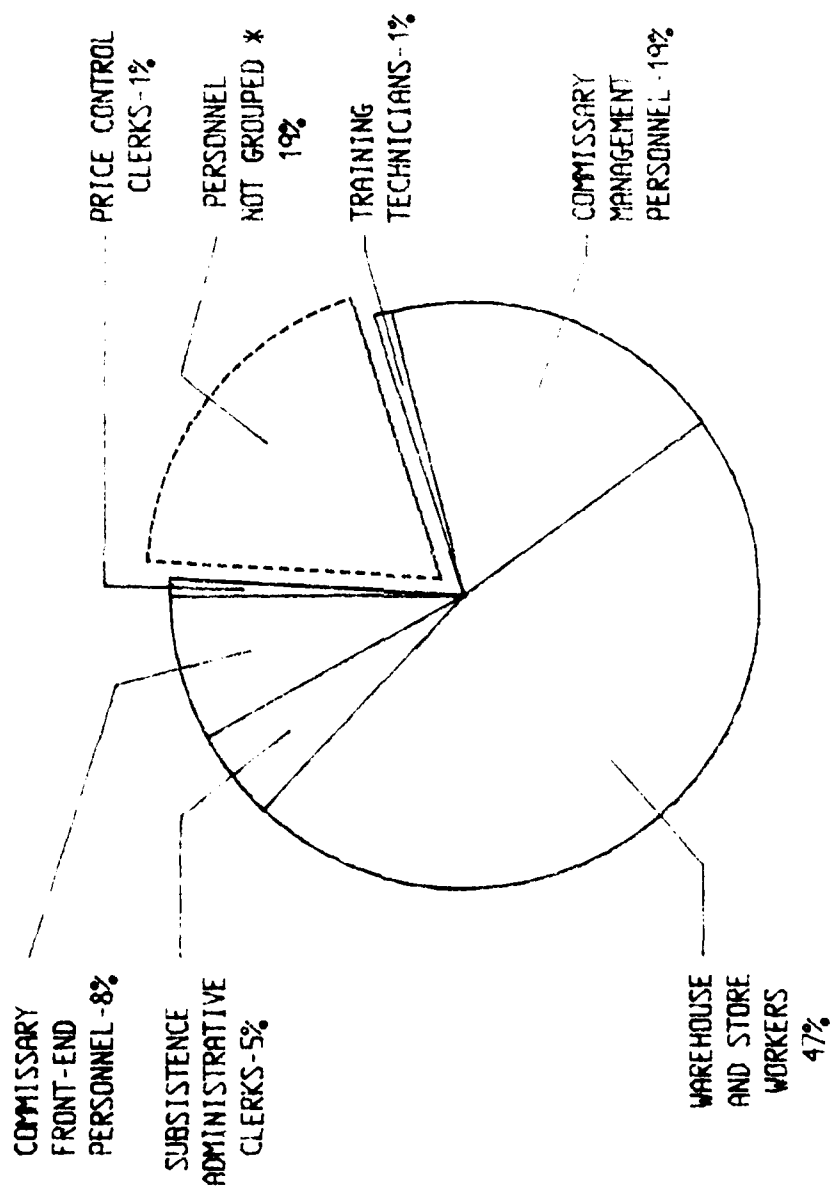
Structure Overview

Based on the similarity of tasks performed and the amount of time spent performing each task, four clusters and two independent job types were identified in the examination of the Subsistence Operations career ladder. These major jobs, listed below, are illustrated in Figure 1 and are described on the following pages. The group (GRP) number shown beside each title is an identifier to computer-printed information, and the letter N refers to the number of personnel in the group:

- I. COMMISSARY MANAGEMENT PERSONNEL (GRP059, N=119)
 - A. Store Managers (GRP250, N=12)
 - B. Operations Managers (GRP169, N=68)
- II. WAREHOUSE AND STORE WORKERS (GRP044, N=299)
 - A. Troop Support Warehousemen (GRP175, N=80)
 - B. Resale Warehouse NCOICs (GRP266, N=8)
 - C. Resale Warehousemen (GRP166, N=83)
 - D. Produce Workers (GRP240, N=16)
 - E. Grocery In-Checkers (GRP127, N=15)
 - F. Grocery Stockers (GRP125, N=15)
- III. SUBSISTENCE ADMINISTRATIVE CLERKS (GRP080, N=32)
 - A. Troop Support Documentation Clerks (GRP131, N=6)
 - B. Store Administrative Clerks (GRP180, N=24)
- IV. COMMISSARY FRONT-END PERSONNEL (GRP120, N=54)
 - A. Cash Control Monitors (GRP296, N=17)
 - B. Customer Service Managers (GRP384, N=5)
 - C. Cashiers (GRP211, N=26)
- V. PRICE CONTROL CLERKS (GRP252, N=6)
- VI. TRAINING TECHNICIANS (GRP186, N=5)

The AFSC 612X1 survey respondents forming these clusters and jobs account for 81 percent of the survey sample. The remaining 19 percent, referred to as isolates, were performing tasks or series of tasks that did not group them with any of the above jobs, or with each other in any meaningful way.

AFSC 612X1
SPECIALTY JOBS
(N=640)



* Not identified with any major job

Fig. 1

Two tables in this section provide various data about the clusters and independent job types identified in this analysis. Table 2 provides the relative time spent on each of the 14 duties by personnel in each of the major jobs. For example, Commissary Management Personnel (GRP059) spend 11 percent of their job time in performing tasks involving receiving and storing subsistence and equipment (Duty I). Table 3 provides selected background information, such as DAFSC distribution, average time in career field (TICF), and average number of tasks performed by each of the major jobs. For example, Commissary Front-End Personnel (GRP120) perform an average of 30 tasks, average 34 months in the career field, and a majority (65 percent) have a DAFSC of 61251.

Also included in this report is an appendix concerning the Subsistence Operations specialty jobs. Appendix A provides various background information for all the jobs identified in the career ladder structure analysis, including the jobs within the four clusters. This appendix also lists tasks commonly performed by each of the jobs identified.

Job Descriptions

I. COMMISSARY MANAGEMENT PERSONNEL (GRP059, N=119). Nineteen percent of the AFSC 612X1 personnel perform jobs included in this cluster. Personnel in this cluster spend 58 percent of their job time in management, supervisory, or administrative activities and another 20 percent in activities such as receiving subsistence or operating commissary departments. Tasks which differentiate these personnel include:

- orient newly assigned personnel
- perform self-inspections
- supervise civilian personnel
- enforce safety practices
- establish work priorities
- supervise Subsistence Operations Specialists (AFSC 61251)
- estimate resale merchandise requirements
- resolve grocery department customer complaints
- conduct price verifications
- evaluate sanitation practices

Seventy-six percent of these personnel supervise an average of five personnel and, overall, the group averages 141 months in the service. These personnel were equally distributed between stateside and overseas locations.

There were two job types identified in this cluster. The first job, Store Managers (GRP250), includes personnel who indicate they spend over 70 percent of their time in management and supervisory duties. The second job, Operations Managers (GRP169), spends somewhat less time (only 41 percent) in management and supervision, while spending over 40 percent of their time in issuing, receiving, customer service, and commissary department level activities.

TABLE 2
RELATIVE PERCENT TIME SPENT ON DUTIES BY MAJOR SPECIALTY JOBS

DUTIES	COMM MGT PERS (GRP059)	W/H & STORE WORKERS (GRP044)	SUBST ADMIN CLERKS (GRP080)	COMM FRONT- END PERS (GRP120)	PRICE CONTROL CLERKS (GRP252)	TRAINING TECHNICIANS (GRP186)
A ORGANIZING AND PLANNING	14	3	2	2	1	5
B DIRECTING AND IMPLEMENTING	16	5	2	3	*	2
C INSPECTING AND EVALUATING	13	3	1	3	5	7
D TRAINING	7	1	*	1	0	68
E PERFORMING ADMINISTRATIVE FUNCTIONS	8	3	14	4	2	13
F MAINTAINING EQUIPMENT, TOOLS, AND FACILITIES	2	5	1	2	0	1
G PERFORMING GENERAL INVENTORY FUNCTIONS	4	4	2	1	*	0
H PERFORMING CUSTOMER SERVICE FUNCTIONS	6	6	7	71	28	0
I RECEIVING AND STORING SUBSISTENCE AND EQUIPMENT	11	46	8	5	5	3
J ISSUING, TRANSFERRING, AND DELIVERING SUBSISTENCE AND EQUIPMENT	5	9	13	1	0	0
K PERFORMING MEAT PROCESSING FUNCTIONS	1	*	*	*	0	0
L PERFORMING COMMISSARY CONTROL AND MANAGEMENT FUNCTIONS	4	3	15	2	7	0
M OPERATING GROCERY, MEAT, AND PRODUCE DEPARTMENTS	9	12	9	3	51	0
N PERFORMING PROGRAMMABLE WORK STATION (PWS) FUNCTIONS	1	1	26	2	0	0

* Denotes less than .5 percent

NOTE: Columns may not add to 100 percent due to rounding

TABLE 3
SELECTED BACKGROUND DATA FOR MAJOR SPECIALTY JOBS

	COMM MGT PERS (GRP059)	W/H & STORE WORKERS (GRP044)	SUBST ADMIN CLERKS (GRP080)	COMM FRONT- END PERS (GRP120)	PRICE CONTROL CLERKS (GRP252)	TRAINING TECHNICIANS (GRP186)
NUMBER IN GROUP	119	299	32	54	6	5
PERCENT OF SAMPLE	19%	47%	5%	8%	1%	1%
PERCENT IN CONUS	50%	77%	88%	80%	83%	100%

DAFSC DISTRIBUTION (PERCENT):

61231	3%	20%	31%	30%	17%	0%
61251	40%	74%	69%	65%	66%	0%
61271	57%	6%	0%	5%	17%	100%

PREDOMINANT PAYGRADES (DESCENDING)	E-6/5/7	E-3/4/5	E-3/4	E-3/4/2	E-3/4/5	E-7/6/5
AVERAGE MONTHS IN PRESENT JOB	18	13	12	7	6	16
AVERAGE TICF (MONTHS)	81	34	22	34	25	196
AVERAGE TAFMS (MONTHS)	141	55	38	46	54	198
PERCENT IN FIRST ENLISTMENT	18%	71%	81%	67%	67%	0%

PERCENT SUPERVISING	76%	19%	12%	15%	0%	20%
AVERAGE NUMBER OF TASKS PERFORMED	131	47	38	30	11	28

II. WAREHOUSE AND STORE WORKERS (GRP044, N=299). Forty-seven percent of the AFSC 612X1 personnel sampled perform jobs included in this cluster--the largest major job in the sample. All of these personnel spend over 45 percent of their job time on tasks related to receiving and storing subsistence and equipment (Duty I) and another 12 percent in the operation of grocery, meat, or produce departments (Duty M). Personnel in this job are assigned to base-level commissary activities and perform duty in both troop support and commissary (resale) warehouses and in commissary sales stores. Examples of tasks performed by these job incumbents include:

- depalletize items
- conduct in-check procedures
- palletize items
- rotate stored items, other than war reserve materiel (WRM)
- mark containers
- position subsistence in warehouses
- inspect incoming subsistence for identity and quantity
- receive frequent delivery items
- price warehouse stocks
- receive merchandise for resale
- clean display cases, walk-in boxes, furniture, or fixtures
- stock shelves or display cases
- receive merchandise for troop issue

Although these job incumbents perform an average of 47 tasks, only 18 tasks are performed by 50 percent or more of these members, with 33 tasks accounting for 50 percent of their job time. The members of this cluster perform the journeyman-level job of the career ladder (74 percent possess DAFSC 61251). The prevalent incumbent paygrades are E-3 (44 percent), E-4 (25 percent), and E-5 (17 percent). They have an average of 55 months in the service and 34 months in the career field.

Five of the six jobs identified in this cluster depict operational jobs, while the remaining job identifies first-line supervision. Troop Support Warehousemen (GRP175) and Resale Warehousemen (GRP166) perform jobs that are somewhat similar--with many job inventory tasks in common. Factors differentiating the two jobs include relative time spent on common tasks and performance of comparable tasks--tasks different only because they are qualified by phrases such as "for troop issue" or "for resale" to aid in the career ladder structure analysis. Resale Warehouse NCOICs (GRP266) are first-line supervisors responsible for supervision of the Resale Warehousemen. A parallel job reflecting first-line supervision of troop support activities was not identified. It should be noted, however, that the Troop Support Warehousemen do spend 16 percent of their job time performing supervisory type tasks, somewhat more time than the 6 percent spent by their resale counterparts. Produce Workers (GRP240) and Grocery Stockers (GRP125) are easily differentiated by similar but qualified tasks relating to their respective departments. Grocery

In-Checkers (GRP127), representing a somewhat small percent of the cluster (5 percent), perform tasks relating to receipt of frequent or daily delivery items to the grocery department. Representative tasks and background data for the above jobs can be found in Appendix A.

III. SUBSISTENCE ADMINISTRATIVE CLERKS (GRP080, N=32). This cluster, comprising 5 percent of the total sample, spends 41 percent of their job time performing a variety of tasks associated with programmable work station (PWS) functions (Duty N) and commissary control and management functions (Duty L). They perform an average of 38 tasks, with 20 tasks accounting for 50 percent of their job time. Eighty-eight percent of these incumbents indicate they use a PWS in the performance of their duties. The PWS is a self-contained work station consisting of a data station and a line printer. It operates under program control and gives step-by-step operator guidance. This system can be used for a variety of functions, from general office files maintenance to accounting for and ordering merchandise. Examples of tasks performed by these incumbents include:

- program PWS to run authorized item order files (AIOF)
- input receipts into programmable work station (PWS)
- input receiving reports into PWS
- maintain AF Forms 521 (Commissary Blanket Order Call Register)
- process AF Forms 287 (Subsistence Request)
- correct pricing errors
- program PWS to run pull sheets
- retrieve data from PWS
- assign commissary voucher control numbers
- perform general maintenance on PWS

Personnel in this cluster possess a DAFSC of either 61251 (69 percent) or 61231 (31 percent) and are the least experienced in the sample--averaging 22 months in the career ladder, with 81 percent in their first enlistment.

Two somewhat different jobs were identified in this cluster--Troop Support Documentation Clerks (GRP131) and Store Administrative Clerks (GRP180). The first group of incumbents provide administrative support, with very little use of PWS, to troop issue functions. The latter group is more representative of the parent cluster, with every incumbent indicating use of PWS.

IV. COMMISSARY FRONT-END PERSONNEL (GRP120, N=54). These personnel spend 71 percent of their job time performing customer service functions (Duty H). The personnel in this cluster work in the busiest section of the commissary store and are involved primarily in patron service and funds control. These functions cover a variety of areas such as customer identification, cash control, checker scheduling, bagger and carryout relations, and the procedures used to process food stamps, coupons, and to accept and process checks.

Cluster personnel perform an average of 30 tasks, with 15 tasks accounting for half of their job time. Examples of tasks performed by these incumbents include:

- operate electronic cash registers
- issue change funds to cashiers
- make change for customers
- perform cash count
- collect and verify vendor coupons
- clear electronic cash registers
- deposit cash receipts
- identify authorized patrons
- resolve customer complaints during checkout
- monitor checkers
- approve personal checks
- process vendor coupons
- prepare reports of deposits
- maintain dishonored check log
- collect and verify food stamps

Personnel in this cluster are slightly more experienced than the Subsistence Administrative Clerks. They average 34 months in the career ladder, with 67 percent of the incumbents in their first enlistment.

Three jobs were identified in the front-end function: Cash Control Monitors (GRP296) and Cashiers (GRP211), primarily responsible for funds control and checker activities, respectively; and, Customer Service Managers (GRP384), who have responsibility for the full range of front-end activities. Additional data for these jobs are presented in Appendix A.

V. PRICE CONTROL CLERKS (GRP252, N=6). Members of this small independent job, one percent of the total sample, perform a very limited job. They responded to an average of 11 tasks, with only 5 tasks performed by 50 percent or more of the incumbents. All of these members indicated they used electronic scanning system computers. Representative tasks performed by these clerks include:

- conduct price verifications
- verify price changes
- correct pricing errors
- load prices into electronic check-out system
- maintain dishonored check log
- operate electronic cash registers
- manually price mark merchandise

Sixty-seven percent of these personnel are in their first enlistment, averaging 54 months in the service.

VI. TRAINING TECHNICIANS (GRP186, N=5). These personnel spend 68 percent of their job time in training activities and an additional 13 percent in administrative functions. They are assigned to either Air Training Command, involved in training development or advanced career ladder training, or to the Air Force Engineering Services Center's contingency school. Differentiating tasks include:

- evaluate course materials
- conduct Air Force Commissary Service (AFCONS) training programs
- prepare lesson plans
- evaluate Specialty Training Standards (STS) or Course Training Standards (CTS)
- write test questions
- conduct resident technical course training
- conduct food decontamination training
- conduct tactical field exchange training
- write CDC
- research standard publications

These personnel are the most senior of any group in the sample. They average 196 months in the career field and 198 months in the service. They all possess a DAFSC of 61271, with 40 percent holding a paygrade of E-7.

Summary

Four clusters (including 13 jobs) and two independent job types were identified in the career ladder structure analysis. Three clusters (including 11 jobs) and one independent job were directly involved in the operations duties and tasks of the career ladder. The remaining cluster (with two jobs) and independent job type were involved in managerial, supervisory, and training activities. Those jobs involved in the managerial and operational duties of the career ladder present a clear picture of the commissary complex (with the exception of the meat department--primarily run by AFSC 612X0 personnel).

This career ladder structure analysis was based on an examination of tasks performed and percent time spent performing tasks by survey respondents. Discussion included examples of tasks performed by groupings of respondents, along with various demographic data for those respondents. Additional data concerning these job incumbents will be provided in the JOB SATISFACTION section of this report.

ANALYSIS OF DAFSC GROUPS

An analysis of DAFSC groups, in conjunction with the analysis of the career ladder structure, is an important part of each occupational survey report. The DAFSC analysis identifies similarities and differences in task

and duty performance at the various skill levels. This information may then be used to evaluate how well career ladder documents, such as AFR 39-1 Specialty Descriptions and the Specialty Training Standard (STS), reflect what career ladder personnel are actually doing in the field.

A comparison of the duty and task performance between DAFSCs 61231 and 61251 indicated that, while there are some minor differences, the jobs they perform are essentially the same. Therefore, they will be discussed as a combined group in this report. Survey data, if desired, will also be available for each separate skill level.

The distribution of skill level groups across the major specialty jobs is displayed in Table 4, while Table 5 displays the relative time spent on each duty across the two skill level groups being discussed. A generally typical pattern of progression is present, with personnel spending somewhat more of their relative time on duties involving supervision, management, inspection, training, and administration (Duties A through E) upon advancement from the 3-/5-skill level to DAFSC 61271. Table 6 presents tasks representative of each skill level group, as well as tasks somewhat common to both skill level groups.

Skill Level Descriptions

DAFSC 61231/51: The 523 airmen in the 3- and 5-skill level group (representing 82 percent of the survey sample) perform an average of 47 tasks, with 46 of the 442 total survey tasks accounting for 50 percent of their job time. Of those 46 tasks, only 4 (accounting for less than 3 percent of the group's job time) pertain to supervisory or managerial activities. As seen in Table 4, only 10 percent of the 3- and 5-skill level group are represented in the COMMISSARY MANAGEMENT PERSONNEL job. This DAFSC group spends the greatest amount of its job time (30 percent) performing tasks related to receiving and storing subsistence and equipment (Duty I). Examples of tasks most likely to be performed by this group include:

- depalletize items
- palletize items
- conduct in-check procedures
- rotate stored items, other than War Reserve Materiel (WRM)
- mark containers

DAFSC 61271: Seven-skill level personnel (18 percent of the survey sample), as mentioned earlier, spend a majority of their job time (58 percent) performing duties and tasks associated with management, supervision, and administration. They perform an average of 88 tasks. Sixty-six percent of this group indicated they supervise an average of four personnel. Even though these 117 incumbents are management and supervisory oriented, 18 percent of them are

TABLE 4
DISTRIBUTION OF 612X1 DAFSC GROUP MEMBERS
ACROSS MAJOR SPECIALTY JOBS
(PERCENT RESPONDING)

MAJOR SPECIALTY JOBS	DAFSC 61231/51 (N=523)	DAFSC 61271 (N=117)
I. COMMISSARY MANAGEMENT PERSONNEL (N=119)	10%	58%
II. WAREHOUSE AND STORE WORKERS (N=299)	54%	15%
III. SUBSISTENCE ADMINISTRATIVE CLERKS (N=32)	6%	0%
IV. COMMISSARY FRONT-END PERSONNEL (N=54)	10%	2%
V. PRICE CONTROL CLERKS (N=6)	1%	1%
VI. TRAINING TECHNICIANS (N=5)	0%	4%
PERCENT NOT GROUPED (N=122)	<u>19%</u>	<u>20%</u>
TOTALS	100%	100%

TABLE 5
RELATIVE PERCENT TIME SPENT ON DUTIES BY 612X1 DAFSC GROUPS

DUTIES	DAFSC 61231/ 61251	DAFSC 61271
A ORGANIZING AND PLANNING	5	13
B DIRECTING AND IMPLEMENTING	6	14
C INSPECTING AND EVALUATING	4	14
D TRAINING	1	10
E PERFORMING ADMINISTRATIVE FUNCTIONS	6	7
F MAINTAINING EQUIPMENT, TOOLS, AND FACILITIES	5	3
G PERFORMING GENERAL INVENTORY FUNCTIONS	3	3
H PERFORMING CUSTOMER SERVICE FUNCTIONS	13	6
I RECEIVING AND STORING SUBSISTENCE AND EQUIPMENT	30	12
J ISSUING, TRANSFERRING, AND DELIVERING SUBSIS- TENCE AND EQUIPMENT	8	4
K PERFORMING MEAT PROCESSING FUNCTIONS	1	*
L PERFORMING COMMISSARY CONTROL AND MANAGEMENT FUNCTIONS	4	3
M OPERATING GROCERY, MEAT, AND PRODUCE DEPARTMENTS	10	9
N PERFORMING PROGRAMMABLE WORK STATION (PWS) FUNCTIONS	3	1

* Denotes less than .5 percent

NOTE: Columns may not add to 100 percent due to rounding

TABLE 6

EXAMPLES OF REPRESENTATIVE AND COMMON TASKS FOR
612X1 DAFSC GROUPS WITH DIFFERENCES BETWEEN THE GROUPS
(PERCENT MEMBERS PERFORMING)

TASKS	DAFSC 61231/ 61251 (N=523)	DAFSC 61271 (N=117)	DIFFERENCE
I280 MARK CONTAINERS	44	28	+16
I269 DEPALLETIZE ITEMS	52	37	+15
I304 ROTATE STORED ITEMS, OTHER THAN WAR RESERVE MATERIEL (WRM)	44	30	+14
I282 PALLETIZE ITEMS	51	38	+13
H232 COLLECT AND VERIFY VENDOR COUPONS	29	16	+13
H231 COLLECT AND VERIFY FOOD STAMPS	24	12	+12
I286 POSITION SUBSISTENCE IN WAREHOUSES	38	27	+11
J334 UNLOAD VEHICLES	43	33	+10

I292 PRICE WAREHOUSE STOCKS	37	33	+4
J328 PROCESS AF FORMS 287 (SUBSISTENCE REQUEST) FOR ISSUES	40	36	+4
I277 INSPECT INCOMING SUBSISTENCE FOR CONDITION	39	36	+3
I273 IDENTIFY OPENED CASES OR CONTAINERS	41	39	+2
I299 REMOVE SPOILED ITEMS FROM STORAGE	32	30	+2
I295 RECEIVE MERCHANDISE FOR RESALE	37	35	+2
M421 STOCK SHELVES OR DISPLAY CASES	30	32	-1
J323 PREPARE AF FORMS 129 (TALLY IN-OUT)	41	46	-5

M415 RESOLVE PRODUCE DEPARTMENT CUSTOMER COMPLAINTS	11	33	-22
L373 CONDUCT MEETINGS WITH SALES REPRESENTATIVES	5	29	-24
M394 CONDUCT INVENTORIES FOR GROCERY DEPARTMENT	16	42	-26
M413 RESOLVE GROCERY DEPARTMENT CUSTOMER COMPLAINTS	17	48	-31
B68 ORIENT NEWLY ASSIGNED PERSONNEL	19	62	-43
A38 SCHEDULE WORK ASSIGNMENTS	12	55	-43
C108 PERFORM SELF-INSPECTIONS	25	70	-45
C112 WRITE APR	10	60	-50

still performing tasks aligning them with the operational or technical jobs of the career ladder (see Tables 4 and 6). Examples of tasks likely to be performed by these personnel include:

- enforce safety practices
- inspect personnel for compliance with military standards
- supervise civilian personnel
- perform self-inspections
- establish work priorities
- supervise Subsistence Operations Specialists (AFSC 61251)

Summary

Career ladder progression is well defined, with 3-/5-skill level personnel spending the vast majority of their job time performing tasks associated with warehouse and store operations, as opposed to management roles. At the 7-skill level, supervision and administration are the dominant characteristics of the job--although these personnel are still performing many of the tasks relating to routine commissary operations.

ANALYSIS OF AFR 39-1 SPECIALTY DESCRIPTIONS

After analyzing specialty job and skill level survey data, it is possible to take this information and use it to analyze AFR 39-1 Specialty Descriptions for career ladder members at various skill levels. Survey data were compared to descriptions for Subsistence Operations Specialist and Technician, both dated 1 January 1982.

Although broadly written, the specialist description accurately portrays the scope and nature of the job performed by 3- and 5-skill level personnel.

The technician (7-skill level) description, although written in much more detail, does not reflect the full range of tasks or jobs performed by 7-skill level survey respondents. While it well defines the job of commissary management personnel, it does not make reference in paragraph 2, Duties and Responsibilities, to the fact that 7-skill level personnel continue to perform tasks associated with operations outside the realm of management. Examples of tasks performed by DAFSC 61271 personnel (with percent of 61271 personnel responding), but not referenced in the AFR 39-1 description, include:

- identify authorized patrons (49 percent)
- inventory warehouse stocks (47 percent)
- conduct inventories for grocery department (42 percent)
- conduct in-check procedures (41 percent)

- depalletize items (39 percent)
- identify opened cases or containers (39 percent)
- palletize items (38 percent)
- inspect incoming subsistence for condition (36 percent)
- approve personal checks (32 percent)
- stock shelves or display cases (32 percent)
- remove spoiled items from storage (30 percent)

Survey data are available to assist decision makers in any revising or rewriting of the specialty descriptions.

TRAINING ANALYSIS

Occupational survey data are one of the many sources of information which can be used to assist in the development of a training program relevant to the needs of personnel working in their first assignment. Training and functional managers should give special attention to the discussion and presentation of data in this section of the report, as the primary reason for this survey was the collection of data to aid in making entry-level resident course development decisions.

Information which may be used in evaluating existing training or the need for training include the overall description of the job being performed by first-enlistment personnel and their overall distribution across career ladder jobs; percentages of first-job (1-24 months TAFMS) or first-enlistment (1-48 months TAFMS) members performing specific tasks or using certain equipment, as well as training emphasis and TD ratings (previously explained in the SURVEY METHODOLOGY section).

To assist specifically in the evaluation of the Subsistence Operations Specialty Training Standard (STS), technical school training development personnel and AFSC 61271 advanced course instructor personnel from Lowry Technical Training Center, Lowry Air Force Base, Colorado, matched job inventory tasks to appropriate sections and subsections of the AFSC 612X1 STS. It was this task matching upon which comparison of survey data to the STS was made. A complete computer listing displaying the percent members performing tasks, TE ratings for each task, TD ratings for each task, along with STS matchings, has been forwarded to both Lowry Technical Training Center and Headquarters Air Force Commissary Service (AFCOMS), Kelly Air Force Base, Texas, for their use in further detailed reviews of career ladder training programs. Summaries of the above-mentioned data and information are given below.

First-Enlistment Personnel

The 359 first-enlistment personnel (1-48 months TAFMS) in the AFSC 612X1 career ladder are performing tasks across all duties (see Table 7) and are represented throughout the specialty job structure, with the exception of

TABLE 7
PERCENT TIME SPENT ON DUTIES
BY FIRST-ENLISTMENT PERSONNEL
(1-48 MONTHS TAFMS)

<u>DUTIES</u>	<u>PERCENT TIME SPENT</u>
A ORGANIZING AND PLANNING	4
B DIRECTING AND IMPLEMENTING	4
C INSPECTING AND EVALUATING	3
D TRAINING	1
E PERFORMING ADMINISTRATIVE FUNCTIONS	5
F MAINTAINING EQUIPMENT, TOOLS, AND FACILITIES	5
G PERFORMING GENERAL INVENTORY FUNCTIONS	3
H PERFORMING CUSTOMER SERVICE FUNCTIONS	13
I RECEIVING AND STORING SUBSISTENCE AND EQUIPMENT	33
J ISSUING, TRANSFERRING, AND DELIVERING SUBSISTENCE AND EQUIPMENT	8
K PERFORMING MEAT PROCESSING FUNCTIONS	1
L PERFORMING COMMISSARY CONTROL AND MANAGEMENT FUNCTIONS	4
M OPERATING GROCERY, MEAT, AND PRODUCE DEPARTMENTS	11
N PERFORMING PROGRAMMABLE WORK STATION (PWS) FUNCTIONS	3

NOTE: Column may not add to 100 percent due to rounding

Training Technicians. Distribution of first-enlistment AFSC 612X1 personnel is displayed in Figure 2, reflecting the majority of first-enlistment personnel (59 percent) are involved in warehousing and stocking activities, while 18 percent are performing in front-end, administrative, and price control functions. As a group, first-enlistment personnel perform an average of 42 tasks; however, only 30 tasks are performed by 30 percent or more of these respondents (see Table 8 for a complete listing of those tasks). Table 9 presents percentages (20 percent or more) of first-enlistment personnel operating or using various vehicles, equipment, or tools. This type of information may be useful to managers in focusing training programs on the most utilized items.

Training Emphasis

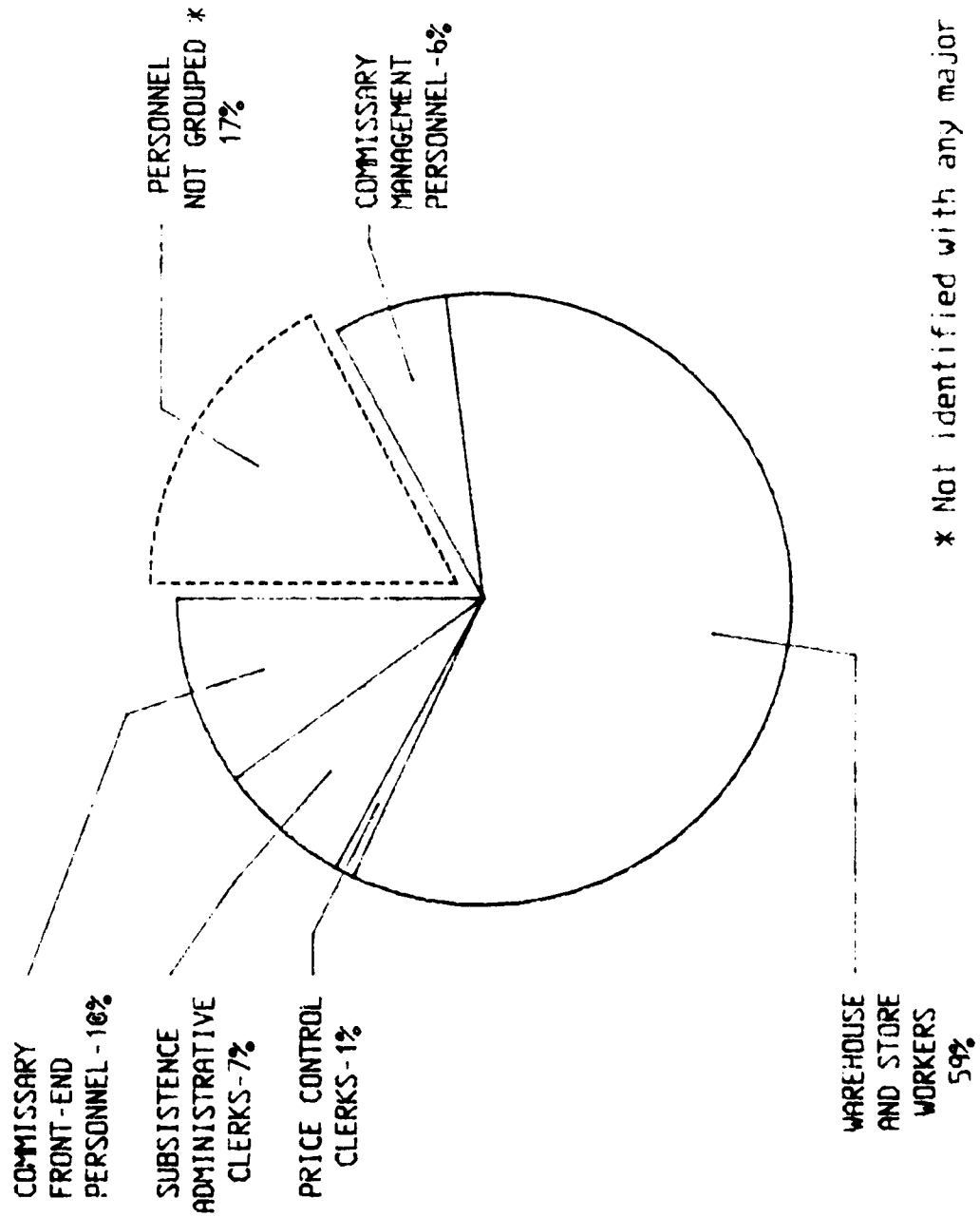
Training emphasis (TE) ratings are helpful in building a rank ordering of tasks considered important for some type of structured first-term airmen training. Ratings are the result of collective judgments of NCOs currently working at commissary facilities (see discussion of TE raters in the SURVEY METHODOLOGY section). The average TE rating for career ladder tasks is 2.57 and the standard deviation is 1.76, so tasks having a rating of 4.33 or above are considered high in TE. Table 10 lists the 20 highest rated tasks for the AFSC 612X1 career ladder. These few tasks are displayed only as examples to illustrate the various types of data (primary--percent members performing; secondary--TE and TD) which can be used to assist in the evaluation of training documents and requirements. While the tasks in Table 10 are the highest TE rated tasks, there are many additional tasks which are also rated high in TE. These tasks are furnished in descending order on a computer listing contained in the TRAINING EXTRACT, available with this report, and should be reviewed in detail by training personnel.

Specialty Training Standard (STS)

A comprehensive review of STS 612X1, dated August 1983 (including Change 1), compared STS items with survey data. STS paragraphs containing general knowledge or subject-matter knowledge requirements were not evaluated. Since proficiency coding policy--along with STS format--has been changed since the publishing of this STS, no analysis of the codings was made. Training personnel will be expected to revise the STS to comply with the current AFR 8-13, as supplemented, in the next rewrite.

The normal criterion for STS evaluation is that tasks matched to the STS be performed by at least 20 percent of the incumbents of the first-enlistment, 5-skill level, or 7-skill level DAFSC groups for the elements to which these tasks have been matched to be supported. Using this criterion, STS elements were generally supported by at least one of these target groups; however, there are several elements either not supported by survey data or supported only by the percent of DAFSC 61271 personnel performing matched tasks. Table 11 presents examples of STS items where the percent members performing tasks is less than 20 percent.

DISTRIBUTION OF AFSC 612X1 FIRST-ENLISTMENT PERSONNEL ACROSS MAJOR JOBS (N=359)



* Not identified with any major job.

Fig. 2

TABLE 8

TASKS PERFORMED BY 30 PERCENT OR MORE
OF AFSC 612X1 FIRST-ENLISTMENT PERSONNEL
(1-48 MONTHS TAFMS)

TASKS	PERCENT MEMBERS PERFORMING (N=359)
I269 DEPALLETIZE ITEMS	55
I282 PALLETIZE ITEMS	54
I266 CONDUCT IN-CHECK PROCEDURES	50
I304 ROTATE STORED ITEMS, OTHER THAN WAR RESERVE MATERIEL (WRM)	48
I280 MARK CONTAINERS	45
J334 UNLOAD VEHICLES	43
I273 IDENTIFY OPEN CASES OR CONTAINERS	43
I293 RECEIVE DAILY DELIVERY ITEMS	42
F194 CLEAN DISPLAY CASES, WALK-IN BOXES, FURNITURE OR FIXTURES	42
J328 PROCESS AF FORMS 287 (SUBSISTENCE REQUEST) FOR ISSUES	41
J323 PREPARE AF FORMS 129 (TALLY IN-OUT)	41
I294 RECEIVE FREQUENT DELIVERY ITEMS	41
I286 POSITION SUBSISTENCE IN WAREHOUSES	39
I292 PRICE WAREHOUSE STOCKS	39
I278 INSPECT INCOMING SUBSISTENCE FOR IDENTITY AND QUANTITY	39
I279 INVENTORY WAREHOUSE STOCKS	38
I270 DISPOSE OF CONDEMNED SUBSISTENCE	38
I295 RECEIVE MERCHANDISE FOR RESALE	38
H236 IDENTIFY AUTHORIZED PATRONS	38
I274 IMPLEMENT STORAGE ROTATION CYCLES	38
I277 INSPECT INCOMING SUBSISTENCE FOR CONDITION	38
I291 PRESS AND BALE CARDBOARD	37
M398 CORRECT PRICING ERRORS	37
H243 OPERATE ELECTRONIC CASH REGISTERS	35
I299 REMOVE SPOILED ITEMS FROM STORAGE	32
M421 STOCK SHELVES OR DISPLAY CASES	32
H232 COLLECT AND VERIFY VENDOR COUPONS	31
I268 COORDINATE DAMAGED SUBSISTENCE WITH APPROPRIATE OFFICIALS FOR DISPOSITION	31
F196 CLEAN OR BUFF FLOORS	31
I296 RECEIVE MERCHANDISE FOR TROOP ISSUE	30

TABLE 9

VEHICLES AND EQUIPMENT USED BY 20 PERCENT OR MORE
OF FIRST-ENLISTMENT PERSONNEL
(1-48 MONTHS TAFMS)

<u>VEHICLES OR EQUIPMENT USED</u>	<u>PERCENT MEMBERS RESPONDING (N=359)</u>
Manual Pallet Jacks	77
Pricing Guns	72
General Office Equipment	69
Box Cutters	66
Electric Pallet Jacks	66
Flatbed Carts	62
Forklifts	62
Hand Trucks	55
Battery Chargers	50
Bailers	49
Cash Registers	46
Rolling Ladders	34
Computers	28
Power Lifts	27
Automatic Scales	24
Cargo Vehicles	24
Narrow Aisle Reaches	24
Manual Scales	23
Riding Stackers	21
Walkie Stackers	21

TABLE 10
TASKS RATED HIGHEST IN TRAINING EMPHASIS (TE)

TASKS	PERCENT MEMBERS PERFORMING		TNG EMP*	TASK DIFF**	
	FIRST JOB (N=191)	FIRST ENL (N=359)			
I295	RECEIVE MERCHANDISE FOR RESALE	37	38	7.22	3.97
I296	RECEIVE MERCHANDISE FOR TROOP ISSUE	25	30	7.19	4.11
I293	RECEIVE DAILY DELIVERY ITEMS	47	42	7.04	4.04
I294	RECEIVE FREQUENT DELIVER. ITEMS	41	41	6.85	4.10
J328	PROCESS AF FORMS 287 (SUBSISTENCE REQUEST) FOR ISSUES	38	41	6.70	4.54
J323	PREPARE AF FORMS 129 (TALLY IN-OUT)	34	41	6.63	4.10
I279	INVENTORY WAREHOUSE STOCKS	33	38	6.52	4.58
L390	PROCESS AF FORMS 287 (SUBSISTENCE REQUEST)	27	27	6.52	4.74
L376	MAINTAIN AF FORMS 1331 (SUBSISTENCE CONSUMPTION RECORD)	12	15	6.44	4.68
I304	ROTATE STORED ITEMS, OTHER THAN WAR RESERVE MATERIEL (WRM)	45	48	6.41	4.00
J327	PREPARE AF FORMS 129 (TALLY IN-OUT)	20	25	6.33	4.26
M398	CORRECT PRICING ERRORS	38	37	6.19	4.41
I305	ROTATE WRM SUBSISTENCE	12	18	6.15	4.04
H243	OPERATE ELECTRONIC CASH REGISTERS	40	35	6.11	4.93
L391	REVIEW AF FORMS 287 (SUBSISTENCE REQUEST)	26	27	6.11	4.65
H236	IDENTIFY AUTHORIZED PATRONS	42	38	6.04	2.99
B73	REQUISITION ITEMS FOR TROOP SUPPORT	12	16	6.00	5.75
J317	IDENTIFY AUTHORIZED ACTIVITIES OR AGENTS	12	16	5.89	3.70
I278	INSPECT INCOMING SUBSISTENCE FOR IDENTITY AND QUANTITY	33	39	5.81	4.34
I289	PREPARE RECEIVING REPORTS	18	22	5.78	4.85
I277	INSPECT INCOMING SUBSISTENCE FOR CONDITION	31	38	5.74	4.32
I292	PRICE WAREHOUSE STOCKS	38	39	5.70	3.10
I286	POSITION SUBSISTENCE IN WAREHOUSES	34	39	5.67	4.28
N433	INPUT RECEIVING REPORTS INTO PWS	13	13	5.63	5.71
J324	PREPARE DD FORMS 1348-1 (DOD SINGLE LINE ITEM RELEASE/RECEIPT DOCUMENT)	7	10	5.59	4.47

* Training Emphasis has an average of 2.57 and a standard deviation of 1.76
 ** Task Difficulty has an average of 5.00 and a standard deviation of 1.00

TABLE 11

EXAMPLES OF STS PERFORMANCE ELEMENTS REFLECTING
LOW PERCENT MEMBERS PERFORMING TASKS
(LESS THAN 20 PERCENT MEMBERS PERFORMING)

STS ELEMENTS	TASKS	PERCENT MEMBERS PERFORMING					TNG EMP*	TASK DIFF**
		FIRST JOR (N=191)	FIRST ENL (N=359)	DAFSC 61251 (N=404)	DAFSC 61271 (N=117)			
8A(3)	PREPARE REQUEST FOR BDOs/BPAs							
	E175 PREPARE AF FORMS 9 (REQUEST FOR PURCHASE)	4	5	9	14	3.07	5.72	
	E149 CERTIFY AF FORMS 9 (REQUEST FOR PURCHASE)	3	4	6	14	1.11	6.03	
8F	DETERMINE RESALE GROCERY PRICES							
	L375 ESTABLISH RESALE PRICES ON GOODS, SUCH AS GOVERNMENT BAKED BAKERY PRODUCTS	1	1	2	1	1.22	5.64	
8G	PREPARE COMPLEX AND SINGLE STORE VOUCHER AND CONTROL RECORDS							
	E157 MAINTAIN AF FORMS 363 (ABSTRACT OF REIMBURSABLE SALES/ISSUES)	9	11	11	10	5.22	4.76	
	L377 MAINTAIN AF FORMS 2366 (COMMISSARY VOUCHER AND CONTROL RECORD	2	3	4	2	2.93	4.92	

* Training Emphasis has an average of 2.57 and a standard deviation of 1.76

** Task Difficulty has an average of 5.00 and a standard deviation of 1.00

TABLE 11 (CONTINUED)

EXAMPLES OF STS PERFORMANCE ELEMENTS REFLECTING
LOW PERCENT MEMBERS PERFORMING TASKS
(LESS THAN 20 PERCENT MEMBERS PERFORMING)

STS ELEMENTS	TASKS	PERCENT MEMBERS PERFORMING					TNG EMP*	TASK DIFF**
		FIRST JOB (N=191)	FIRST ENL (N=359)	DAFSC 61251 (N=404)	DAFSC 61271 (N=117)			
9J(1)	PREPARE AF FORM 603, RECORD OF OPERATIONS							
	E159 MAINTAIN AF FORMS 603 (RECORD OF OPERATION)	3	5	6	8		4.56	5.41
	M407 PREPARE AF FORMS 603 (RECORD OF OPERATION)	3	4	5	10		3.00	5.86
9J(2)	PREPARE AF FORM 400, PROCESSED ITEM TEST							
	K351 PREPARE AF FORM 400 (PROCESSED ITEM TEST)	3	2	3	1		1.78	6.79
9J(3)	PREPARE AF FORM 2365, REWORK FILE							
	M406 PREPARE AF FORMS 2365 (REWORK FILE) FOR PRODUCE DEPARTMENT	7	5	6	5		3.15	5.22
	M405 PREPARE AF FORMS 2365 (REWORK FILE) FOR MEAT DEPARTMENT	1	1	2	1		1.89	5.76
11K(3)	PREPARE INVENTORY ADJUSTMENT VOUCHERS (IAV)							
	I287 PREPARE AF FORMS 85 (INVENTORY ADJUSTMENT VOUCHER)	2	2	3	3		2.15	6.03

* Training emphasis has an average of 2.57 and a standard deviation of 1.76

** Task Difficulty has an average of 5.00 and a standard deviation of 1.00

The nature of the jobs performed by AFSC 612X1 job incumbents is somewhat limited. For instance, none of the 442 tasks in the AFSC 612X1 inventory were responded to by more than 49 percent of the total survey respondents. Thirty tasks were performed by 30 to 49 percent of the personnel, and only an additional 51 tasks were performed by 20 to 29 percent of the members. Jobs in the Subsistence Operations career ladder require the performance of a relatively small number of tasks. Of the jobs identified in the career ladder structure analysis, only the Commissary Management Personnel are performing an average of more than 50 tasks. Considering none of the inventory tasks were performed by a majority of the personnel surveyed, there was justification to examine the STS with respect to the percent of major specialty job incumbents performing tasks matched to the STS (excluding the PRICE CONTROL CLERKS and TRAINING TECHNICIANS--who account for less than 2 percent of the survey sample). This review across specialty job performance supported, or at least strengthened, otherwise "weak" STS items.

As stated earlier, review of the matched STS was limited to elements identified as requiring task performance or task knowledge, rather than subject knowledge. Personnel responsible for revising the STS should, however, note that certain STS items coded for subject knowledge appear suitable for task performance and knowledge coding. Notable elements include:

- Responsibilities of Accountable Officers [4c]
- Inventory Procedures and Control [8h(c)]
- Warehousing and Storage Procedures [9e]
- Subsistence Storage [11e]

A second area of STS analysis involved examining tasks not matched to any paragraph in the STS. Again, two documents were reviewed: first, the STS matched with tasks and data reflecting task performance by experience and DAFSC groups; then the matched STS containing data for the major specialty jobs. The review of the not referenced tasks and data for experience and DAFSC groups identified 16 operations-type tasks where performance was 20 percent or greater (see Table 12 for examples). These tasks should be reviewed for possible inclusion in the next revision to the STS, along with supervision and training tasks--which are required by current directives.

Analysis of tasks not referenced to the STS across specialty jobs identified 12 additional operational tasks where the percent members performing was greater than 20 percent in at least one of the jobs--see Table 13 for a partial listing of those tasks. Training personnel should review the entire list of not-referenced tasks across specialty jobs to ensure the next STS revision includes adequate coverage for the career ladder structure.

NOTE: All computer generated products in the above discussion are included in the TRAINING EXTRACT available with this report.

TABLE 12

EXAMPLES OF TASKS NOT REFERENCED TO 612X1 STS
WITH 20 PERCENT OR MORE MEMBERS PERFORMING
(EXPERIENCE AND DAFSC GROUPS)

TASKS	PERCENT MEMBERS PERFORMING				TNG EMP*	TASK DIFF**
	FIRST JOB (N=191)	FIRST ENL (N=359)	DAFSC 61251 (N=404)	DAFSC 61271 (N=117)		
J327 PREPARE AF FORMS 129 (TALLY IN-OUT)	20	25	28	32	6.33	4.26
M429 VERIFY PRICE CHANGES	23	24	25	35	4.59	4.02
I284 POSITION EQUIPMENT IN WAREHOUSES	25	28	30	26	3.85	3.63
H261 RESOLVE CUSTOMER COMPLAINTS DURING CHECKOUT	16	16	19	39	3.78	5.48
H237 ISSUE CHANGE FUNDS TO CASHIERS	14	14	15	24	3.63	3.82
B83 VERIFY RESALE INVENTORY LEVELS	1	11	17	37	3.37	5.47
I291 PRESS AND BALE CARDBOARD	42	37	35	30	3.37	2.88
I312 VERIFY RECEIVING REPORTS	18	24	27	31	3.15	4.37
I301 REVIEW RECEIVING REPORTS	14	19	21	34	2.93	4.34
A15 ESTIMATE RESALE MERCHANDISE REQUIREMENTS	8	12	16	36	2.22	6.67

* Training Emphasis has an average of 2.57 and standard deviation of 1.76

** Task Difficulty has an average of 5.00 and standard deviation of 1.00

TABLE 13

EXAMPLES OF TASKS NOT REFERENCED TO 612X1 STS
WITH 20 PERCENT OR MORE MEMBERS PERFORMING
(SELECTED SPECIALTY JOB GROUPS)

TASKS	PERCENT MEMBERS PERFORMING					TNG EMP*	TASK DIFF**
	COMM MGT PERS (N=119)	W/H & STORE PERS (N=299)	SUBS ADMIN CLERKS (N=32)	COMM FRONT- END PERS (N=54)			
M426	23	9	28	0	4.44	4.70	
L362	29	8	44	7	4.30	4.15	
L363	24	5	34	6	3.89	4.09	
A17	53	18	6	2	3.63	6.16	
M427	24	9	22	0	3.52	4.75	
C105	45	15	0	2	2.96	3.94	
H239	17	7	13	59	2.70	3.07	
H249	15	3	3	26	2.67	4.66	
J315	25	7	3	0	2.00	3.43	

* Training Emphasis has an average of 2.57 and standard deviation of 1.76

** Task Difficulty has an average of 5.00 and standard deviation of 1.00

Entry-Level Training

The primary function of the Air Force occupational analysis program is to collect and maintain an occupational data base for a variety of uses--one of which is to provide information which may be used in establishing or adjusting Air Force Specialty training programs. Guidance for the use of occupational survey data in designing basic resident courses is contained in Air Training Command (ATC) Regulation 52-22.

The preceding information and supporting data pertaining to the 612 X1 first-enlistment job description provide a basis for decisions on airman basic resident (ABR) training for the specialty. The primary consideration in designing instructional systems for ABR training is the percent of first-enlistment personnel performing tasks within the specialty. Normally 50 percent, but at least 30 percent, of career ladder members in their first-enlistment must be performing a task for it to be considered for ABR training. Since only 30 tasks are performed by 30 percent or more of the AFSC 612X1 first-enlistment personnel (only 3 tasks performed by over 50 percent), in-residence training does not appear to be a cost effective method of training new airmen in this specialty.

When considering the nature of tasks performed and the equipment used in the performance of tasks by first-enlistment personnel, OJT seems the appropriate device for entry-level training. Based on TE ratings from experienced career ladder personnel, there is little doubt on what tasks should be emphasized in any entry-level training program. All but 3 of the 30 tasks performed by greater than 30 percent of the first-enlistment personnel have high TE ratings (at least 1 standard deviation above the average). The TD ratings, also derived from the opinions of experienced subsistence operations personnel, are another indication of the nature of tasks performed by first-enlistment members. All of the tasks most likely to be performed by first-enlistment personnel (30 percent or more) were rated below average in task difficulty--with 14 of the 30 tasks having TD ratings below 4.00--an indication that representative tasks performed by first-enlistment personnel are relatively easy to learn and may be best suited for OJT.

Table 14 provides TE and TD ratings for those tasks with a probability of performance by first-enlistment AFSC 612X1 personnel greater than 30 percent. These TE and TD ratings, along with other secondary factors such as safety and ability of the field to provide training, should also be considered in determining the most efficient means of satisfying entry-level training.

JOB SATISFACTION

Job satisfaction is another important area surveyed, analyzed, and reported on in the OSR. A review of job satisfaction indicators can often assist training and utilization personnel in determining trends or identifying perceptions of career ladder members on their work environment, as well as their attitude in areas such as use of training and talents and sense of job

TABLE 14

TASKS WHERE PROBABILITY OF PERFORMANCE IS GREATER THAN 30 PERCENT
FOR FIRST-ENLISTMENT (1-48 MONTHS TAFMS) PERSONNEL
(PERCENT MEMBERS PERFORMING)

TASKS	1ST ENL (N=359)	TNG EMP*	TASK DIFF**
I269 DEPALLETIZE ITEMS	55	4.74	3.43
I282 PALLETIZE ITEMS	54	4.74	3.93
I266 CONDUCT IN-CHECK PROCEDURES	50	5.56	4.62
I304 ROTATE STORED ITEMS, OTHER THAN WAR RESERVE MATERIEL (WRM)	48	6.41	4.00
I280 MARK CONTAINERS	45	4.56	3.18
J334 UNLOAD VEHICLES	43	4.44	3.54
I273 IDENTIFY OPEN CASES OR CONTAINERS	43	4.30	3.09
I293 RECEIVE DAILY DELIVERY ITEMS	42	7.04	4.04
F194 CLEAN DISPLAY CASES, WALK-IN BOXES, FURNITURE OR FIXTURES	42	5.04	3.06
J328 PROCESS AF FORMS 287 (SUBSISTENCE REQUEST) FOR ISSUES	41	6.70	4.54
J323 PREPARE AF FORMS 129 (TALLY IN-OUT)	41	6.63	4.10
I294 RECEIVE FREQUENT DELIVERY ITEMS	41	6.85	4.10
I286 POSITION SUBSISTENCE IN WAREHOUSES	39	5.67	4.28
I292 PRICE WAREHOUSE STOCKS	39	5.70	3.10
I278 INSPECT INCOMING SUBSISTENCE FOR IDENTITY AND QUANTITY	39	5.81	4.34
I279 INVENTORY WAREHOUSE STOCKS	38	6.52	4.58
I270 DISPOSE OF CONDEMNED SUBSISTENCE	38	5.52	3.74
I295 RECEIVE MERCHANDISE FOR RESALE	38	7.22	3.97
H236 IDENTIFY AUTHORIZED PATRONS	38	6.04	2.99
I274 IMPLEMENT STORAGE ROTATION CYCLES	38	5.04	4.14
I277 INSPECT INCOMING SUBSISTENCE FOR CONDITION	38	5.74	4.32
I291 PRESS AND BALE CARDBOARD	37	3.37	2.88
M398 CORRECT PRICING ERRORS	37	6.19	4.41
H243 OPERATE ELECTRONIC CASH REGISTERS	35	6.11	4.93
I299 REMOVE SPOILED ITEMS FROM STORAGE	32	4.63	3.27
M421 STOCK SHELVES OR DISPLAY CASES	32	4.48	3.54
H232 COLLECT AND VERIFY VENDOR COUPONS	32	5.19	4.18
I268 COORDINATE DAMAGED SUBSISTENCE WITH APPROPRIATE OFFICIALS FOR DISPOSITION	32	4.93	4.67
F196 CLEAN OR BUFF FLOORS	31	2.37	2.51
I296 RECEIVE MERCHANDISE FOR TROOP ISSUE	30	7.19	4.11

* Training Emphasis has an average of 2.57 and standard deviation of 1.76

** Task Difficulty has an average of 5.00 and standard deviation of 1.00

accomplishment. Reenlistment intentions are also asked of members completing the survey instrument and are included in the tables accompanying this section. Job satisfaction data were examined across major specialty jobs and across experience (TAFMS) groups--comparing responses both to those of other direct support AFSCs surveyed in 1986 and to Subsistence Operations Specialty personnel surveyed in 1979.

It is important to view career ladder specialty jobs in terms of job satisfaction indicators to determine possible groupings of dissatisfied career ladder members. Table 15 displays how members in the major specialty jobs responded to background questions pertaining to job satisfaction. Commissary management personnel express much higher job interest and have a more positive opinion about how their talents and training are used. Warehouse and store workers, who represent the bulk of the career ladder, have a somewhat negative perception of how well their talents and training are being used. In addition, their responses--along with those of front-end personnel--reflect greater dissatisfaction with the sense of accomplishment gained from their work. Price control clerks, while less than 1 percent of the survey sample, responded negatively to all satisfaction indicators except that dealing with the sense of accomplishment gained from their job. With the high visibility and service orientation of the career ladder, managers should be concerned with the generally low job attitudes expressed by certain specialty job incumbents.

Comparative data were collected from 2,140 respondents in AFSCs 552X2 (Metal Fabricating) and 611X0 (Services), who were also surveyed in 1986. These data are listed next to AFSC 612X1 data (see Table 16) for first-enlistment (1-48 months TAFMS), second-enlistment (49-96 months TAFMS), and career (97 months TAFMS) personnel groups. Positive responses for Subsistence Operations personnel are lower than the comparative data in all areas except second-enlistment perceived utilization of training and reenlistment intentions, suggesting overall lower job satisfaction.

Table 17 displays data collected from the 1979 survey of subsistence operations activities. As this table shows, first-enlistment personnel from the current survey had more positive responses than the 1979 group--while data for second-enlistment and career personnel are fairly comparable to that of the 1979 personnel.

WRITE-IN COMMENTS

Survey respondents are invited to write in any comments relative to their job in back of their inventory booklet. The majority of write-in comments from Subsistence Operations personnel pertained to additional items relating to background questions on job title, work area, or equipment used on the job. A fairly small amount of write-in comments (10 of the 105 received) addressed career ladder irritants. Generally, they involved perceptions of training or personnel management. Selected comments include:

TABLE 15

JOB SATISFACTION INDICATORS BY MAJOR SPECIALTY JOBS
(PERCENT MEMBERS RESPONDING)*

	COMM MGT PERS (N=119)	W/H & STORE WORKERS (N=299)	SUBST ADMIN CLERKS (N=32)	COMM FRONT- END PERS (N=54)	PRICE CONTROL CLERKS (N=6)	TRAINING TECHNICIANS (N=5)
<u>EXPRESSED JOB INTEREST:</u>						
INTERESTING	76	47	66	59	33	80
SO-SO	15	28	22	13	33	0
DULL	8	24	12	28	17	20
<u>PERCEIVED USE OF TALENTS:</u>						
FAIRLY WELL TO PERFECTLY LITTLE OR NOT AT ALL	80 19	51 49	66 34	65 33	33 50	100 0
<u>PERCEIVED USE OF TRAINING:</u>						
FAIRLY WELL TO PERFECTLY LITTLE OR NOT AT ALL	84 14	66 34	84 16	76 22	50 33	100 0
<u>SENSE OF ACCOMPLISHMENT FROM WORK:</u>						
SATISFIED	72	49	63	48	83	80
NEUTRAL	8	12	13	7	0	0
DISSATISFIED	19	39	25	43	0	20
<u>REENLISTMENT INTENTIONS:</u>						
WILL/PROBABLY WILL REENLIST	72	65	72	56	17	60
WILL NOT/PROBABLY WILL NOT REENLIST	10 17	29 5	25 0	39 4	50 16	0 40
WILL RETIRE						

* Numbers may not add up to 100 percent due to rounding or nonresponses

TABLE 16

COMPARISON OF TAFMS GROUP JOB SATISFACTION INDICATORS
WITH A COMPARATIVE SAMPLE SURVEYED IN 1986*
(PERCENT MEMBERS RESPONDING)**

	1-48 MOS TAFMS		49-96 MOS TAFMS		97+ MOS TAFMS	
	612X1 (N=359)	COMP SAMPLE (N=977)	612X1 (N=83)	COMP SAMPLE (N=413)	612X1 (N=198)	COMP SAMPLE (N=750)
<u>EXPRESSED JOB INTEREST:</u>						
INTERESTING	50	57	49	58	64	69
SO-SO	25	22	30	22	19	17
DULL	24	20	18	20	14	13
<u>PERCEIVED USE OF TALENTS:</u>						
FAIRLY WELL TO PERFECTLY LITTLE OR NOT AT ALL	55 44	62 36	58 39	66 33	69 28	75 24
<u>PERCEIVED USE OF TRAINING:</u>						
FAIRLY WELL TO PERFECTLY LITTLE OR NOT AT ALL	71 28	79 20	70 27	68 32	70 27	70 29
<u>SENSE OF ACCOMPLISHMENT FROM WORK:</u>						
SATISFIED	51	60	54	58	59	64
NEUTRAL	11	15	12	12	11	10
DISSATISFIED	36	24	30	30	27	25
<u>REENLISTMENT INTENTIONS:</u>						
WILL/PROBABLY WILL REENLIST	59	64	78	72	69	74
WILL NOT/PROBABLY WILL NOT REENLIST	38	34	16	26	6	8
WILL RETIRE	0	0	0	0	23	17

* Comparative Sample is composed of all direct support career ladders surveyed in 1986
(Includes AFSCs 552X2 and 611X0)

** Columns may not add up to 100 percent due to rounding or nonresponses

TABLE 17
COMPARISON OF JOB SATISFACTION INDICATORS FOR CURRENT SURVEY
AND 1979 SURVEY ACROSS TAFMS GROUPS
(PERCENT MEMBERS RESPONDING)*

	<u>1-48 MOS TAFMS</u>		<u>49-96 MOS TAFMS</u>		<u>97+ MOS TAFMS</u>	
	<u>1979</u> <u>(N=136)</u>	<u>1986</u> <u>(N=359)</u>	<u>1979</u> <u>(N=73)</u>	<u>1986</u> <u>(N=83)</u>	<u>1979</u> <u>(N=175)</u>	<u>1986</u> <u>(N=198)</u>
<u>EXPRESSED JOB INTEREST:</u>						
INTERESTING	40	50	55	49	71	64
SO-SO	30	25	30	30	11	19
DULL	30	24	15	18	18	14
<u>PERCEIVED USE OF TALENTS:</u>						
FAIRLY WELL TO PERFECTLY	45	55	60	58	73	69
LITTLE OR NOT AT ALL	55	44	40	39	27	20
<u>PERCEIVED USE OF TRAINING:</u>						
FAIRLY WELL TO PERFECTLY	56	71	66	70	74	70
LITTLE OR NOT AT ALL	43	28	34	27	26	27
<u>REENLISTMENT INTENTIONS:</u>						
WILL/PROBABLY WILL REENLIST	55	59	75	78	71	69
WILL NOT/PROBABLY WILL NOT						
REENLIST	43	38	25	16	29	6
WILL RETIRE	NR	0	NR	0	NR	23

* Numbers may not add up to 100 percent due to rounding or nonresponses
NR = Data not reported

"As may have been noticed, my displeasure with my job is not due to the career field, but what I do. I am interested in commissary management. When I was assigned to the store, and worked in the store (training for management), I was very pleased with my job." (A1C/overseas)

"Training programs and utilization of manpower are only as good as the management. The condescending and insecure attitudes that I have encountered here have only restricted and suppressed my talents, as well as those of my peers and subordinates. If this is the attitude throughout AFCOMS, then the Air Force will not be able to benefit from our talents." (Sgt/stateside)

"My job doesn't have anything to do with my OJT program. I think 612X1's should perform most of their duties in troop support and warehousing until they reach management positions. Store worker is a boring position that will not help me at all overseas." (A1C/stateside)

"My job is boring and I have to fight to get my job done in fear of being pulled to do another job. I work in the frozen food department and I will be pulled again to return to troop support which I just came from three weeks ago. I was at troop for 3 months and before that I was a gofer for management. A person has to fight hard here in order to keep their sanity because there is no order. It is always panic by management to get various jobs done because of the lack of organizing. If this survey is a result of our last IG inspection, then they know the rest." (A1C/stateside)

"Training & rotation procedures here are at a real minimum, thus causing low morale of the military personnel...I'm here to learn the entire Commissary operation, not just work myself in the ground, nor are any of the rest of the military personnel. I feel, "they" are taking advantage of a good thing, us the military." (Sgt/stateside)

"My training has consisted of learn as you go. With no one seeming to know the correct procedures but everyone quick to point out as to who is at fault." (SSgt/stateside)

"I'm a gofer. I go for this and go for that. Everything that civilian management and personnel feel they don't want to do or want to try and do, they dump on me. My training doesn't exist!!! Management has no regard or concern in our training or really care to know....There isn't any chain of command for military to go to....Our chain is civilian personnel and their thinking is not military mission." (Sgt/stateside)

The above comments and attitudes may indeed be reflected in the job satisfaction data presented in the previous section. They may represent the comments of "a few malcontents" or they might represent a serious management and leadership problem within the specialty--requiring the attention of both functional and training managers.

COMPARISON TO PREVIOUS SURVEY

The last OSR of the Subsistence Operations career ladder was completed in May 1980, and included both the Services and Meatcutter activities. For the purpose of comparison between that previous report and the current one, only data and information associated with Subsistence Operations were compared.

The career ladder structure appears somewhat stable across the two surveys. Based on duty and task performance, warehousing and commissary management personnel continue to account for the large majority of the specialty. While identified in the previous survey, administrative and front-end personnel in 1986 account for a slightly larger share of the specialty.

Training was a primary area of concern for both the previous and current studies, and as was the case in 1980, current data indicate that OJT, rather than in-residence (ABR) training, continues to be the most efficient means of providing entry-level training for the career ladder.

IMPLICATIONS

Personnel assigned to the Subsistence Operations career ladder work in somewhat distinct areas, including: management, warehousing and stocking, administration, and front-end activities. The effect of first-enlistment personnel distribution across these jobs is significant in the evaluation the Specialty Training Standard and in the determination of the most suitable means of entry-level training.

Initial analysis of the STS, using experience (TAFMS) and DAFSC groups, revealed the document was only marginally supported by the percent of personnel performing matched tasks--with most of the support provided from DAFSC 61271 respondents. Additional analysis, utilizing the percent of specialty job member performing matched tasks, showed that the career ladder structure lends further support to the STS. Analysis beyond percent members performing matched tasks indicates training managers should consider revising the STS to more of a task performance orientation.

Survey data continue to indicate that OJT is the appropriate vehicle for entry-level training. This recommendation is supported by the relatively few tasks (30)--and the nature of those tasks--performed by 30 percent or more of

the first-enlistment personnel. With OJT appearing to be the best way to provide training, there is a requirement that the STS, used as a job qualification standard for OJT, be of the highest quality possible.

The AFR 39-1 specialty descriptions for the Subsistence Operations specialty were analyzed to determine the adequacy of coverage for career ladder duties. The 3- and 5-skill level description was found to accurately portray the jobs of those incumbents. The 7-skill level description describes a totally management or supervisory job, while in fact DAFSC 61271 survey respondents reported spending over 40 percent of their job time performing operational duties.

The examination of responses to job satisfaction questions revealed that, while satisfaction is comparable or slightly improved since the 1979 survey, the career ladder reflects a somewhat lower level of satisfaction than other direct support specialties surveyed in 1986.

The findings of this OSR come directly from survey data collected from Subsistence Operations members worldwide. These data are readily available to training and utilization personnel, functional managers, and any other interested parties having a need for such information. Much of the data are compiled into extracts which are an excellent tool for use in the decision-making process. These data extracts should be used whenever a training or utilization decision is made.

APPENDIX A

SELECTED TASKS AND BACKGROUND
INFORMATION FOR SPECIALTY JOBS

TABLE A1

GROUP TITLE AND ID NUMBER: COMMISSARY MANAGEMENT PERSONNEL, GRP059
 GROUP SIZE: 119 PERCENT OF SAMPLE: 19%
 AVERAGE NUMBER OF TASKS PERFORMED: 131

DAFSC DISTRIBUTION: 61231=3%, 61251=40%, 61271=57%
 LOCATION: CONUS-55%, OVERSEAS-45%
 PREVALENT GRADES: E-6, E-5, E-7 PERCENT SUPERVISING: 76%
 PERCENT MEMBERS IN FIRST ENLISTMENT: 18%

AVERAGE MONTHS TIME IN PRESENT JOB: 18
 AVERAGE MONTHS TIME IN CAREER FIELD (TICF): 81
 AVERAGE MONTHS TOTAL ACTIVE FEDERAL MILITARY SERVICE (TAFMS): 141

THE FOLLOWING ARE IN DESCENDING ORDER BY PERCENT MEMBERS PERFORMING:

GROUP DIFFERENTIATING TASKS	PERCENT MEMBERS PERFORMING
B57 ENFORCE SAFETY PRACTICES	84
B68 ORIENT NEWLY ASSIGNED PERSONNEL	83
A11 ESTABLISH WORK PRIORITIES	82
B79 SUPERVISE CIVILIAN PERSONNEL	81
C108 PERFORM SELF-INSPECTIONS	80
B42 BRIEF EMPLOYEES ON STANDARDS OF CONDUCT	76
A38 SCHEDULE WORK ASSIGNMENTS	76
C100 EVALUATE SELF-INSPECTIONS	73
A33 REVIEW INSPECTION REPORTS	73
A1 ASSIGN INDIVIDUALS TO DUTY POSITIONS	73
A12 ESTABLISH WORK SCHEDULES	72
A39 SCHEDULE WORK PRIORITIES	71
C98 EVALUATE SANITATION PRACTICES	71
A37 SCHEDULE LEAVES	69
C106 INSPECT PERSONNEL FOR COMPLIANCE WITH MILITARY STANDARDS	68
C97 EVALUATE SAFETY PRACTICES	68
C99 EVALUATE SECURITY PRACTICES	67
C113 WRITE APR	66
J323 PREPARE AF FORMS 129 (TALLY IN-OUT)	66
B46 CONDUCT SAFETY MEETINGS	66
M398 CORRECT PRICING ERRORS	65
B81 SUPERVISE SUBSISTENCE OPERATIONS SPECIALISTS (AFSC 61251)	64
B66 INTERPRET POLICIES OR DIRECTIVES FOR SUBORDINATES	64
A24 PLAN DISPLAYS	64
M402 INSPECT AND MONITOR SECURITY OF COMMISSARY FACILITIES	63
E150 DISPLAY SIGNS OR POSTERS	63
C89 EVALUATE COMPLAINTS	63

TABLE A2

GROUP TITLE AND ID NUMBER: STORE MANAGERS, GRP250
 GROUP SIZE: 12 PERCENT OF CLUSTER: 10%
 AVERAGE NUMBER OF TASKS PERFORMED: 92

DAFSC DISTRIBUTION: 61251=25%, 61271=75%
 LOCATION: CONUS-67%, OVERSEAS-33%
 PREVALENT GRADES: E-6, E-7, E-5 PERCENT SUPERVISING: 83%
 PERCENT MEMBERS IN FIRST ENLISTMENT: 00%

AVERAGE MONTHS TIME IN PRESENT JOB: 19
 AVERAGE MONTHS TIME IN CAREER FIELD (TICF): 85
 AVERAGE MONTHS TOTAL ACTIVE FEDERAL MILITARY SERVICE (TAFMS): 188

THE FOLLOWING ARE IN DESCENDING ORDER BY PERCENT MEMBERS PERFORMING:

GROUP DIFFERENTIATING TASKS	PERCENT MEMBERS PERFORMING
B57 ENFORCE SAFETY PRACTICES	100
C98 EVALUATE SANITATION PRACTICES	100
B68 ORIENT NEWLY ASSIGNED PERSONNEL	100
C108 PERFORM SELF-INSPECTIONS	100
C97 EVALUATE SAFETY PRACTICES	92
M402 INSPECT AND MONITOR SECURITY OF COMMISSARY FACILITIES	92
C113 WRITE APR	92
C100 EVALUATE SELF-INSPECTIONS	92
B42 BRIEF EMPLOYEES ON STANDARDS OF CONDUCT	92
A33 REVIEW INSPECTION REPORTS	92
D129 COUNSEL INDIVIDUALS ON TRAINING PROGRESS	92
C99 EVALUATE SECURITY PRACTICES	83
D123 CONDUCT OJT	83
A11 ESTABLISH WORK PRIORITIES	83
B81 SUPERVISE SUBSISTENCE OPERATIONS SPECIALISTS (AFSC 61251)	83
B79 SUPERVISE CIVILIAN PERSONNEL	83
B71 PREPARE WRITTEN RESPONSES TO INSPECTIONS	83
D128 COUNSEL AIRMEN ON CAREER OR EDUCATIONAL OPPORTUNITIES	83
M394 CONDUCT INVENTORIES FOR GROCERY DEPARTMENT	83
D118 APPOINT ON-THE-JOB TRAINING (OJT) TRAINERS OR SUPERVISORS	83
A1 ASSIGN INDIVIDUALS TO DUTY POSITIONS	83
C106 INSPECT PERSONNEL FOR COMPLIANCE WITH MILITARY STANDARDS	75
A15 ESTIMATE RESALE MERCHANDISE REQUIREMENTS	75
B65 INITIATE MILITARY PERSONNEL ACTIONS	75
A39 SCHEDULE WORK PRIORITIES	75

TABLE A3

GROUP TITLE AND ID NUMBER: OPERATIONS MANAGERS, GRP169
 GROUP SIZE: 68 PERCENT OF CLUSTER: 57%
 AVERAGE NUMBER OF TASKS PERFORMED: 175

DAFSC DISTRIBUTION: 61231=4%, 61251=40%, 61271=56%
 LOCATION: CONUS-53%, OVERSEAS-46%
 PREVALENT GRADES: E-6, E-4, E-5, E-7 PERCENT SUPERVISING: 72%
 PERCENT MEMBERS IN FIRST ENLISTMENT: 24%

AVERAGE MONTHS TIME IN PRESENT JOB: 18
 AVERAGE MONTHS TIME IN CAREER FIELD (TICF): 78
 AVERAGE MONTHS TOTAL ACTIVE FEDERAL MILITARY SERVICE (TAFMS): 120

THE FOLLOWING ARE IN DESCENDING ORDER BY PERCENT MEMBERS PERFORMING:

<u>GROUP DIFFERENTIATING TASKS</u>	<u>PERCENT MEMBERS PERFORMING</u>
A11 ESTABLISH WORK PRIORITIES	91
C98 EVALUATE SANITATION PRACTICES	90
B57 ENFORCE SAFETY PRACTICES	87
C100 EVALUATE SELF-INSPECTIONS	87
B79 SUPERVISE CIVILIAN PERSONNEL	85
C97 EVALUATE SAFETY PRACTICES	85
B68 ORIENT NEWLY ASSIGNED PERSONNEL	85
A12 ESTABLISH WORK PRIORITIES	84
C108 PERFORM SELF-INSPECTIONS	84
A38 SCHEDULE WORK ASSIGNMENTS	84
J323 PREPARE AF FORMS 129 (TALLY IN-OUT)	84
I266 CONDUCT IN-CHECK PROCEDURES	84
A39 SCHEDULE WORK PRIORITIES	81
I279 INVENTORY WAREHOUSE STOCKS	81
B42 BRIEF EMPLOYEES ON STANDARDS OF CONDUCT	81
C99 EVALUATE SECURITY PRACTICES	79
M398 CORRECT PRICING ERRORS	78
C102 EVALUATE WORK SCHEDULES	78
A1 ASSIGN INDIVIDUALES TO DUTY POSITIONS	78
B46 CONDUCT SAFETY MEETINGS	78
A24 PLAN DISPLAYS	76
M421 STOCK SHELVES OR DISPLAY CASES	76
I277 INSPECT INCOMING SUBSISTENCE FOR CONDITION	76
I269 DEPALLETIZE ITEMS	76
A33 REVIEW INSPECTION REPORTS	76
M397 CONDUCT PRICE VERIFICATIONS	75
E150 DISPLAY SIGNS OR POSTERS	75
I278 INSPECT INCOMING SUBSISTENCE FOR IDENTITY AND QUANTITY	74

TABLE A4

GROUP TITLE AND ID NUMBER: WAREHOUSE AND STORE WORKERS, GRP044
 GROUP SIZE: 299 PERCENT OF SAMPLE: 47%
 AVERAGE NUMBER OF TASKS PERFORMED: 47

DAFSC DISTRIBUTION: 61231=20%, 61251=74%, 61271=6%
 LOCATION: CONUS-77%, OVERSEAS-23%
 PREVALENT GRADES: E-3, E-4, E-5, E-2 PERCENT SUPERVISING: 19%
 PERCENT MEMBERS IN FIRST ENLISTMENT: 71%

AVERAGE MONTHS TIME IN PRESENT JOB: 13
 AVERAGE MONTHS TIME IN CAREER FIELD (TICF): 34
 AVERAGE MONTHS TOTAL ACTIVE FEDERAL MILITARY SERVICE (TAFMS): 55

THE FOLLOWING ARE IN DESCENDING ORDER BY PERCENT MEMBERS PERFORMING:

<u>GROUP DIFFERENTIATING TASKS</u>	<u>PERCENT MEMBERS PERFORMING</u>
I269 DEPALLETIZE ITEMS	80
I282 PALLETIZE ITEMS	74
I266 CONDUCT IN-CHECK PROCEDURES	74
I304 ROTATE STORED ITEMS, OTHER THAN WAR RESERVE MATERIEL (WRM)	67
I280 MARK CONTAINERS	66
J334 UNLOAD VEHICLES	64
I273 IDENTIFY OPENED CASES OR CONTAINERS	63
I278 INSPECT INCOMING SUBSISTENCE FOR IDENTITY AND QUANTITY	62
I294 RECEIVE FREQUENT DELIVERY ITEMS	60
I286 POSITION SUBSISTENCE IN WAREHOUSES	60
I279 INVENTORY WAREHOUSE STOCKS	59
I277 INSPECT INCOMING SUBSISTENCE FOR CONDITION	59
I270 DISPOSE OF CONDEMNED SUBSISTENCE	57
I293 RECEIVE DAILY DELIVERY ITEMS	56
J323 PREPARE AF FORMS 129 (TALLY IN-OUT)	56
I274 IMPLEMENT STORAGE ROTATION CYCLES	55
I292 PRICE WAREHOUSE STOCKS	55
I295 RECEIVE MERCHANDISE FOR RESALE	52
F194 CLEAN DISPLAY CASES, WALK-IN BOXES, FURNITURE, OR FIXTURES	51
J328 PROCESS AF FORMS 287 (SUBSISTENCE REQUEST) FOR ISSUES	48
I299 REMOVE SPOILED ITEMS FROM STORAGE	47
I291 PRESS AND BAIL CARDBOARD	46
I268 COORDINATE DAMAGED SUBSISTENCE WITH APPROPRIATE OFFICIALS FOR DISPOSITION	45
I296 RECEIVE MERCHANDISE FOR TROOP ISSUE	45
F196 CLEAN OR BUFF FLOORS	44

TABLE A5

GROUP TITLE AND ID NUMBER: TROOP SUPPORT WAREHOUSEMEN, GRP175
 GROUP SIZE: 80 PERCENT OF CLUSTER: 27%
 AVERAGE NUMBER OF TASKS PERFORMED: 79

DAFSC DISTRIBUTION: 61231=11%, 61251=77%, 61271=11%
 LOCATION: CONUS-54%, OVERSEAS-46%
 PREVALENT GRADES: E-4, E-3, E-5 PERCENT SUPERVISING: 29%
 PERCENT MEMBERS IN FIRST ENLISTMENT: 66%

AVERAGE MONTHS TIME IN PRESENT JOB: 15
 AVERAGE MONTHS TIME IN CAREER FIELD (TICF): 45
 AVERAGE MONTHS TOTAL ACTIVE FEDERAL MILITARY SERVICE (TAFMS): 63

THE FOLLOWING ARE IN DESCENDING ORDER BY PERCENT MEMBERS PERFORMING:

GROUP DIFFERENTIATING TASKS	PERCENT MEMBERS PERFORMING
I279 INVENTORY WAREHOUSE STOCKS	95
J334 UNLOAD VEHICLES	94
I282 PALLETIZE ITEMS	92
J323 PREPARE AF FORMS 129 (TALLY IN-OUT)	91
I296 RECEIVE MERCHANDISE FOR TROOP ISSUE	90
I286 POSITION SUBSISTENCE IN WAREHOUSES	90
I266 CONDUCT IN-CHECK PROCEDURES	90
I304 ROTATE STORED ITEMS, OTHER THAN WAR RESERVE MATERIEL (WRM)	89
I273 IDENTIFY OPENED CASES OR CONTAINERS	89
I280 MARK CONTAINERS	88
I269 DEPALLETIZE ITEMS	88
I278 INSPECT INCOMING SUBSISTENCE FOR IDENTITY AND QUANTITY	86
I277 INSPECT INCOMING SUBSISTENCE FOR CONDITION	86
I270 DISPOSE OF CONDEMNED SUBSISTENCE	86
J328 PROCESS AF FORMS 287 (SUBSISTENCE REQUEST) FOR ISSUES	84
I274 IMPLEMENT STORAGE ROTATION CYCLES	82
J319 LOAD VEHICLES	77
I294 RECEIVE FREQUENT DELIVERY ITEMS	76
I310 SECURE SUBSISTENCE IN WAREHOUSES	72
I284 POSITION EQUIPMENT IN WAREHOUSES	71
I268 COORDINATE DAMAGED SUBSISTENCE WITH APPROPRIATE OFFICIALS FOR DISPOSITION	71
I299 REMOVE SPOILED ITEMS FROM STORAGE	70
J333 TRANSFER SUBSISTENCE	69
I308 SECURE EQUIPMENT IN WAREHOUSES	69
I305 ROTATE WRM SUBSISTENCE	69
I312 VERIFY RECEIVING REPORTS	64

TABLE A6

GROUP TITLE AND ID NUMBER: RESALE WAREHOUSE NCOICs, GRP266
 GROUP SIZE: 8 PERCENT OF CLUSTER: 3%
 AVERAGE NUMBER OF TASKS PERFORMED: 68

DAFSC DISTRIBUTION: 61251=50%, 61271=50%
 LOCATION: CONUS-38%, OVERSEAS-62%
 PREVALENT GRADES: E-5, E-7, E-6 PERCENT SUPERVISING: 88%
 PERCENT MEMBERS IN FIRST ENLISTMENT: 00%

AVERAGE MONTHS TIME IN PRESENT JOB: 16
 AVERAGE MONTHS TIME IN CAREER FIELD (TICF): 106
 AVERAGE MONTHS TOTAL ACTIVE FEDERAL MILITARY SERVICE (TAFMS): 158

THE FOLLOWING ARE IN DESCENDING ORDER BY PERCENT MEMBERS PERFORMING:

GROUP DIFFERENTIATING TASKS	PERCENT MEMBERS PERFORMING
B79 SUPERVISE CIVILIAN PERSONNEL	100
I277 INSPECT INCOMING SUBSISTENCE FOR CONDITION	100
I278 INSPECT INCOMING SUBSISTENCE FOR IDENTITY AND QUANTITY	100
I273 IDENTIFY OPENED CASES OR CONTAINERS	100
I279 INVENTORY WAREHOUSE STOCKS	100
I292 PRICE WAREHOUSE STOCKS	88
I282 PALLETIZE ITEMS	88
I269 DEPALLETIZE ITEMS	88
I274 IMPLEMENT STORAGE ROTATION CYCLES	88
B56 DIRECT UNLOADING OF PROPERTY, SUBSISTENCE, OR MERCHANDISE	88
B57 ENFORCE SAFETY PRACTICES	88
F201 PERFORM OPERATOR PREVENTIVE MAINTENANCE ON MATERIEL HANDLING EQUIPMENT (MHE), SUCH AS FORKLIFTS OR PALLET JACKS	88
C108 PERFORM SELF-INSPECTIONS	88
I272 IDENTIFY EQUIPMENT TO BE REPAIRED OR CONDEMNED	88
B68 ORIENT NEWLY ASSIGNED PERSONNEL	88
B42 BRIEF EMPLOYEES ON STANDARDS OF CONDUCT	88
A38 SCHEDULE WORK ASSIGNMENTS	88
B46 CONDUCT SAFETY MEETINGS	88
I266 CONDUCT IN-CHECK PROCEDURES	75
I295 RECEIVE MERCHANDISE FOR RESALE	75
I286 POSITION SUBSISTENCE IN WAREHOUSES	75
I280 MARK CONTAINERS	75
B81 SUPERVISE SUBSISTENCE OPERATIONS SPECIALISTS (AFSC 61251)	75
I299 REMOVE SPOILED ITEMS FROM STORAGE	75

TABLE A7

GROUP TITLE AND ID NUMBER: RESALE WAREHOUSEMEN, GRP166
 GROUP SIZE: 83 PERCENT OF CLUSTER: 28%
 AVERAGE NUMBER OF TASKS PERFORMED: 40

DAFSC DISTRIBUTION: 61231=28%, 61251=72%
 LOCATION: CONUS-95%, OVERSEAS-4%
 PREVALENT GRADES: E-3, E-2, E-5, E-4 PERCENT SUPERVISING: 11%
 PERCENT MEMBERS IN FIRST ENLISTMENT: 80%

AVERAGE MONTHS TIME IN PRESENT JOB: 13
 AVERAGE MONTHS TIME IN CAREER FIELD (TICF): 23
 AVERAGE MONTHS TOTAL ACTIVE FEDERAL MILITARY SERVICE (TAFMS): 40

THE FOLLOWING ARE IN DESCENDING ORDER BY PERCENT MEMBERS PERFORMING:

<u>GROUP DIFFERENTIATING TASKS</u>	<u>PERCENT MEMBERS PERFORMING</u>
I269 DEPALLETIZE ITEMS	88
I282 PALLETIZE ITEMS	84
I294 RECEIVE FREQUENT DELIVERY ITEMS	83
I292 PRICE WAREHOUSE STOCKS	83
I266 CONDUCT IN-CHECK PROCEDURES	82
I293 RECEIVE DAILY DELIVERY ITEMS	82
I280 MARK CONTAINERS	82
I295 RECEIVE MERCHANDISE FOR RESALE	81
I278 INSPECT INCOMING SUBSISTENCE FOR IDENTITY AND QUANTITY	73
I277 INSPECT INCOMING SUBSISTENCE FOR CONDITION	73
I304 ROTATE STORED ITEMS, OTHER THAN WAR RESERVE MATERIEL (WRM)	71
I286 POSITION SUBSISTENCE IN WAREHOUSES	67
I273 IDENTIFY OPENED CASES OR CONTAINERS	67
J334 UNLOAD VEHICLES	66
I291 PRESS AND BALE CARDBOARD	63
I279 INVENTORY WAREHOUSE STOCKS	58
F194 CLEAN DISPLAY CASES, WALK-IN BOXES, FURNITURE, OR FIXTURES	52
M398 CORRECT PRICING ERRORS	52
I274 IMPLEMENT STORAGE ROTATION CYCLES	51
I310 SECURE SUBSISTENCE IN WAREHOUSES	48
H236 IDENTIFY AUTHORIZED PATRONS	48
I284 POSITION EQUIPMENT IN WAREHOUSES	47
I285 POSITION SUBSISTENCE IN BACKUP STORAGE	46
J323 PREPARE AF FORMS 129 (TALLY IN-OUT)	46
I270 DISPOSE OF CONDEMNED SUBSISTENCE	46
H243 OPERATE ELECTRONIC CASH REGISTERS	46

TABLE A8

GROUP TITLE AND ID NUMBER: PRODUCE WORKERS, GRP240
 GROUP SIZE: 16 PERCENT OF CLUSTER: 5%
 AVERAGE NUMBER OF TASKS PERFORMED: 49

DAFSC DISTRIBUTION: 61231=18%, 61251=75%, 61271=6%
 LOCATION: CONUS-81%, OVERSEAS-19%
 PREVALENT GRADES: E-3, E-4, E-5, E-7 PERCENT SUPERVISING: 6%
 PERCENT MEMBERS IN FIRST ENLISTMENT: 75%

AVERAGE MONTHS TIME IN PRESENT JOB: 9
 AVERAGE MONTHS TIME IN CAREER FIELD (TICF): 27
 AVERAGE MONTHS TOTAL ACTIVE FEDERAL MILITARY SERVICE (TAFMS): 47

THE FOLLOWING ARE IN DESCENDING ORDER BY PERCENT MEMBERS PERFORMING:

GROUP DIFFERENTIATING TASKS	PERCENT MEMBERS PERFORMING
M421 STOCK SHELVES OR DISPLAY CASES	94
F194 CLEAN DISPLAY CASES, WALK IN BOXES, FURNITURE, OR FIXTURES	94
I269 DEPALLETIZE ITEMS	94
I274 IMPLEMENT STORAGE ROTATION CYCLES	88
M425 TRIM BULK PRODUCE	88
I266 CONDUCT IN-CHECK PROCEDURES	88
I270 DISPOSE OF CONDEMNED SUBSISTENCE	88
F195 CLEAN EQUIPMENT, SUCH AS PANS, RACKS, HANDTOOLS, OR SCALES	81
I278 INSPECT INCOMING SUBSISTENCE FOR IDENTITY AND QUANTITY	81
I299 REMOVE SPOILED ITEMS FROM STORAGE	81
M412 REPROCESS WRAPPED PRODUCE	81
M418 REWORK PROCESSED PRODUCE ITEMS	81
M429 VERIFY PRICE CHANGES	81
M415 RESOLVE PRODUCE DEPARTMENT CUSTOMER COMPLAINTS	81
M423 TRAY, WRAP, SEAL, AND PRICE PRODUCE BY HAND	75
M411 PROCESS PRODUCE ITEMS FOR RESALE	75
M428 VERIFY AND RECORD TEMPERATURES OF WALK-IN BOXES OR DISPLAY CASES	75
I277 INSPECT INCOMING SUBSISTENCE FOR CONDITION	75
M401 DETERMINE PRODUCE SELLING PRICES	75
M396 CONDUCT INVENTORIES FOR PRODUCE DEPARTMENT	75
F196 CLEAN OR BUFF FLOORS	69
I282 PALLETIZE ITEMS	69
M399 DETERMINE ITEMS TO BE REWRAPPED	69

TABLE A9

GROUP TITLE AND ID NUMBER: GROCERY IN-CHECKERS, GRP127
 GROUP SIZE: 15 PERCENT OF CLUSTER: 5%
 AVERAGE NUMBER OF TASKS PERFORMED: 18

DAFSC DISTRIBUTION: 61231=13%, 61251=87%
 LOCATION: CONUS-87%, OVERSEAS-13%
 PREVALENT GRADES: E-3, E-4, E-2 PERCENT SUPERVISING: 00%
 PERCENT MEMBERS IN FIRST ENLISTMENT: 80%

AVERAGE MONTHS TIME IN PRESENT JOB: 11
 AVERAGE MONTHS TIME IN CAREER FIELD (TICF): 26
 AVERAGE MONTHS TOTAL ACTIVE FEDERAL MILITARY SERVICE (TAFMS): 36

THE FOLLOWING ARE IN DESCENDING ORDER BY PERCENT MEMBERS PERFORMING:

GROUP DIFFERENTIATING TASKS	PERCENT MEMBERS PERFORMING
I266 CONDUCT IN-CHECK PROCEDURES	100
I294 RECEIVE FREQUENT DELIVERY ITEMS	80
I269 DEPALLETIZE ITEMS	80
I293 RECEIVE DAILY DELIVERY ITEMS	73
I291 PRESS AND BALE CARDBOARD	60
I295 RECEIVE MERCHANDISE FOR RESALE	53
I274 IMPLEMENT STORAGE ROTATION CYCLES	53
I270 DISPOSE OF CONDEMNED SUBSISTENCE	53
F194 CLEAN DISPLAY CASES, WALK-IN BOXES, FURNITURE, OR FIXTURES	53
I268 COORDINATE DAMAGED SUBSISTENCE WITH APPROPRIATE OFFICIALS FOR DISPOSITION	53
I280 MARK CONTAINERS	47
I292 PRICE WAREHOUSE STOCKS	40
M398 CORRECT PRICING ERRORS	40
H243 OPERATE ELECTRONIC CASH REGISTERS	40
I278 INSPECT INCOMING SUBSISTENCE FOR IDENTITY AND QUANTITY	33
I282 PALLETIZE ITEMS	33
I267 CONSTRUCT STORAGE RACKS OR DISPLAY CASES	33
J334 UNLOAD VEHICLES	27
I304 ROTATE STORED ITEMS, OTHER THAN WAR RESERVE MATERIEL (WRM)	27
M421 STOCK SHELVES OR DISPLAY CASES	27
J323 PREPARE AF FORMS 129 (TALLY IN-OUT)	27
I273 IDENTIFY OPENED CASES OR CONTAINERS	27
H228 APPROVE PERSONAL CHECKS	27
H236 IDENTIFY AUTHORIZED PATRONS	27

TABLE A10

GROUP TITLE AND ID NUMBER: GROCERY STOCKERS, GRP125
 GROUP SIZE: 75 PERCENT OF CLUSTER: 5%
 AVERAGE NUMBER OF TASKS PERFORMED: 23

DAFSC DISTRIBUTION: 61231=13%, 61251=80%, 61271=7%
 LOCATION: CONUS-80%, OVERSEAS-20%
 PREVALENT GRADES: E-3, E-4, E-6 PERCENT SUPERVISING: 7%
 PERCENT MEMBERS IN FIRST ENLISTMENT: 80%

AVERAGE MONTHS TIME IN PRESENT JOB: 12
 AVERAGE MONTHS TIME IN CAREER FIELD (TICF): 26
 AVERAGE MONTHS TOTAL ACTIVE FEDERAL MILITARY SERVICE (TAFMS): 48

THE FOLLOWING ARE IN DESCENDING ORDER BY PERCENT MEMBERS PERFORMING:

<u>GROUP DIFFERENTIATING TASKS</u>	<u>PERCENT MEMBERS PERFORMING</u>
M421 STOCK SHELVES OR DISPLAY CASES	100
M398 CORRECT PRICING ERRORS	87
I291 PRESS AND BALE CARDBOARD	80
H236 IDENTIFY AUTHORIZED PATRONS	80
F194 CLEAN DISPLAY CASES, WALK-IN BOXES, FURNITURE, OR FIXTURES	60
M419 ROTATE RESALE STOCKS	60
M429 VERIFY PRICE CHANGES	60
I293 RECEIVE DAILY DELIVERY ITEMS	60
M403 MANUALLY PRICE MARK MERCHANDISE	53
I269 DEPALLETIZE ITEMS	53
M397 CONDUCT PRICE VERIFICATIONS	53
E150 DISPLAY SIGNS OR POSTERS	53
M413 RESOLVE GROCERY DEPARTMENT CUSTOMER COMPLAINTS	47
H243 OPERATE ELECTRONIC CASH REGISTERS	47
M394 CONDUCT INVENTORIES FOR GROCERY DEPARTMENT	47
J323 PREPARE AF FORMS 129 (TALLY IN-OUT)	47
H228 APPROVE PERSONAL CHECKS	40
H232 COLLECT AND VERIFY VENDOR COUPONS	40
I282 PALLETIZE ITEMS	40
A24 PLAN DISPLAYS	40
I304 ROTATE STORED ITEMS, OTHER THAN WAR RESERVE MATERIEL (WRM)	40
M428 VERIFY AND RECORD TEMPERATURES OF WALK-IN BOXES OR DISPLAY CASES	33
I266 CONDUCT IN-CHECK PROCEDURES	33
E173 MAKE ENTRIES ON AF FORMS 521 (COMMISSARY BLANKET ORDER CALL REGISTER)	33
F196 CLEAN OR BUFF FLOORS	27

TABLE A11

GROUP TITLE AND ID NUMBER: SUBSISTENCE ADMINISTRATIVE CLERKS, GRP080
 GROUP SIZE: 32 PERCENT OF SAMPLE: 5%
 AVERAGE NUMBER OF TASKS PERFORMED: 38

DAFSC DISTRIBUTION: 61231=31%, 61251=69%
 LOCATION: CONUS-88%, OVERSEAS-12%
 PREVALENT GRADES: E-3, E-4 PERCENT SUPERVISING: 12%
 PERCENT MEMBERS IN FIRST ENLISTMENT: 81%

AVERAGE MONTHS TIME IN PRESENT JOB: 12
 AVERAGE MONTHS TIME IN CAREER FIELD (TICF): 22
 AVERAGE MONTHS TOTAL ACTIVE FEDERAL MILITARY SERVICE (TAFMS): 38

THE FOLLOWING ARE IN DESCENDING ORDER BY PERCENT MEMBERS PERFORMING:

<u>GROUP DIFFERENTIATING TASKS</u>	<u>PERCENT MEMBERS PERFORMING</u>
N437 PROGRAM PWS TO RUN AUTHORIZED ITEM ORDER FILES (AIOF)	81
N433 INPUT RECEIVING REPORTS INTO PWS	81
N432 INPUT RECEIPTS INTO PROGRAMMABLE WORK STATION (PWS)	81
J328 PROCESS AF FORMS 287 (SUBSISTENCE REQUESTS) FOR ISSUES	81
N438 PROGRAM PWS TO RUN DAILY RECEIPTS REGISTER	81
L390 PROCESS AF FORMS 287 (SUBSISTENCE REQUEST)	78
L391 REVIEW AF FORMS 287 (SUBSISTENCE REQUEST)	78
E158 MAINTAIN AF FORMS 521 (COMMISSARY BLANKET ORDER CALL REGISTER)	75
N441 RETRIEVE DATA FROM PWS	72
E157 MAINTAIN AF FORMS 363 (ABSTRACT OF REIMBURSABLE SALES/ISSUES)	69
N442 UPDATE DATA ON PWS	66
E173 MAKE ENTRIES ON AF FORMS 521 (COMMISSARY BLANKET ORDER CALL REGISTER)	66
N435 MAINTAIN FILES ON PWS	59
L378 MAINTAIN AUTHORIZED ITEM ORDER FILES (AIOF)	59
N439 PROGRAM PWS TO RUN PULL SHEETS	56
N440 PROGRAM PWS TO RUN SPENDER CROSS REFERENCE FILE	56
M398 CORRECT PRICING ERRORS	53
N436 PERFORM GENERAL MAINTENANCE ON PWS	50
J329 RECONCILE AF FORMS 363 (ABSTRACT OF REIMBURSABLE SALES/ISSUES) WITH STATEMENTS OF ACCOUNTS	47
H243 OPERATE ELECTRONIC CASH REGISTERS	47
L362 ASSIGN COMMISSARY VOUCHER CONTROL NUMBERS	44
J327 PREPARE AF FORMS 129 TALLY IN-OUT)	44

TABLE A12

GROUP TITLE AND ID NUMBER: TROOP SUPPORT DOCUMENTATION CLERKS, GRP131
 GROUP SIZE: 6 PERCENT OF CLUSTER: 19%
 AVERAGE NUMBER OF TASKS PERFORMED: 24

DAFSC DISTRIBUTION: 61231=33%, 61251=67%
 LOCATION: CONUS-50%, OVERSEAS-50%
 PREVALENT GRADES: E-3, E-5 PERCENT SUPERVISING: 33%
 PERCENT MEMBERS IN FIRST ENLISTMENT: 83%

AVERAGE MONTHS TIME IN PRESENT JOB: 12
 AVERAGE MONTHS TIME IN CAREER FIELD (TICF): 37
 AVERAGE MONTHS TOTAL ACTIVE FEDERAL MILITARY SERVICE (TAFMS): 39

THE FOLLOWING ARE IN DESCENDING ORDER BY PERCENT MEMBERS PERFORMING:

<u>GROUP DIFFERENTIATING TASKS</u>	<u>PERCENT MEMBERS PERFORMING</u>
E157 MAINTAIN AF FORMS 363 (ABSTRACT OF REIMBURSABLE SALES/ISSUES)	100
E158 MAINTAIN AF FORMS 521 (COMMISSARY BLANKET ORDER CALL REGISTER)	100
L390 PROCESS AF FORMS 287 (SUBSISTENCE REQUEST)	100
L391 REVIEW AF FORMS 287 (SUBSISTENCE REQUEST)	100
J328 PROCESS AF FORMS 287 (SUBSISTENCE REQUEST) FOR ISSUES	83
J329 RECONCILE AF FORMS 363 ABSTRACT OF REIMBURSABLE SALES/ISSUES) WITH STATEMENTS OF ACCOUNT	83
E173 MAKE ENTRIES ON AF FORMS 521 (COMMISSARY BLANKET ORDER CALL REGISTER)	67
E168 MAINTAIN LISTINGS OF PERSONNEL AUTHORIZED SIGNATURE CARDS FOR CHARGE SALE ACCOUNTS	67
J330 SCHEDULE DATES FOR SUBSISTENCE ISSUES	67
J331 SCHEDULE DATES FOR SUBSISTENCE REQUESTS	67
E185 RESEARCH FEDERAL SUPPLY CATALOGS	50
J313 COMPUTE MONETARY VALUES OF ISSUE ITEMS	50
J335 VERIFY ISSUE TRANSACTIONS	50
J322 PREPARE ABSTRACTS OF ITEMS TRANSFERRED, ISSUED, OR SOLD	50
J323 PREPARE AF FORMS 129 (TALLY IN-OUT)	50
N442 UPDATE DATA ON PWS	33
L392 VERIFY COMPUTATIONS, SUCH AS INVENTORY, BUDGET, OR PURCHASE COMPUTATIONS	33
L393 VERIFY VENDOR DELIVERY MONETARY TOTALS	33
E156 ISSUE ADMINISTRATIVE SUPPLIES	33
L370 COMPUTE TROOP SUPPORT COSTS	33
L362 ASSIGN COMMISSARY VOUCHER CONTROL NUMBERS	33

TABLE A13

GROUP TITLE AND ID NUMBER: STORE ADMINISTRATIVE CLERKS, GRP180
 GROUP SIZE: 24 PERCENT OF CLUSTER: 75%
 AVERAGE NUMBER OF TASKS PERFORMED: 38

DAFSC DISTRIBUTION: 61231=25%, 61251=75%

LOCATION: CONUS-100%

PREVALENT GRADES: E-3, E-2, E-4 PERCENT SUPERVISING: 4%

PERCENT MEMBERS IN FIRST ENLISTMENT: 83%

AVERAGE MONTHS TIME IN PRESENT JOB: 12

AVERAGE MONTHS TIME IN CAREER FIELD (TICF): 20

AVERAGE MONTHS TOTAL ACTIVE FEDERAL MILITARY SERVICE (TAFMS): 39

THE FOLLOWING ARE IN DESCENDING ORDER BY PERCENT MEMBERS PERFORMING:

<u>GROUP DIFFERENTIATING TASKS</u>	<u>PERCENT MEMBERS PERFORMING</u>
N433 INPUT RECEIVING REPORTS INTO PWS	96
N432 INPUT RECEIPTS INTO PROGRAMMABLE WORK STATION (PWS)	96
N437 PROGRAM PWS TO RUN AUTHORIZED ITEM ORDER FILES (AIOF)	96
N438 PROGRAM PWS TO RUN DAILY RECEIPTS REGISTER	96
N441 RETRIEVE DATA FROM PWS	92
J328 PROCESS AF FORMS 287 (SUBSISTENCE REQUEST) FOR ISSUES	83
N442 UPDATE DATA ON PWS	79
N435 MAINTAIN FILES ON PWS	75
L390 PROCESS AF FORMS 287 (SUBSISTENCE REQUEST)	71
L391 REVIEW AF FORMS 287 (SUBSISTENCE REQUEST)	71
L378 MAINTAIN AUTHORIZED ITEM ORDER FILES (AIOF)	71
N439 PROGRAM PWS TO RUN PULL SHEETS	71
N440 PROGRAM PWS TO RUN SPENDER CROSS REFERENCE FILE	71
E158 MAINTAIN AF FORMS 521 (COMMISSARY BLANKET ORDER CALL REGISTER)	67
E157 MAINTAIN AF FORMS 363 (ABSTRACT OF REIMBURSABLE SALES/ISSUES)	67
E173 MAKE ENTRIES ON AF FORMS 521 (COMMISSARY BLANKET ORDER CALL REGISTER)	63
N436 PERFORM GENERAL MAINTENANCE ON PWS	63
N434 LOAD DEFENSE PERSONNEL SUPPORT CENTER (DPSC) PRICES INTO PWS FILES	58
H243 OPERATE ELECTRONIC CASH REGISTERS	58
M398 CORRECT PRICING ERRORS	54
J327 PREPARE AF FORMS 129 (TALLY IN-OUT)	54
L362 ASSIGN COMMISSARY VOUCHER CONTROL NUMBERS	50
M397 CONDUCT PRICE VERIFICATIONS	50
H232 COLLECT AND VERIFY VENDOR COUPONS	46

TABLE A14

GROUP TITLE AND ID NUMBER: COMMISSARY FRONT-END PERSONNEL, GRP120
 GROUP SIZE: 54 PERCENT OF SAMPLE: 8%
 AVERAGE NUMBER OF TASKS PERFORMED: 30

DAFSC DISTRIBUTION: 61231=30%, 61251=65%, 61271=5%
 LOCATION: CONUS-80%, OVERSEAS-20%
 PREVALENT GRADES: E-3, E-4, E-2, E-5 PERCENT SUPERVISING: 15%
 PERCENT MEMBERS IN FIRST ENLISTMENT: 67%

AVERAGE MONTHS TIME IN PRESENT JOB: 7
 AVERAGE MONTHS TIME IN CAREER FIELD (TICF): 34
 AVERAGE MONTHS TOTAL ACTIVE FEDERAL MILITARY SERVICE (TAFMS): 46

THE FOLLOWING ARE IN DESCENDING ORDER BY PERCENT MEMBERS PERFORMING:

<u>GROUP DIFFERENTIATING TASKS</u>	<u>PERCENT MEMBERS PERFORMING</u>
H232 COLLECT AND VERIFY VENDOR COUPONS	98
H236 IDENTIFY AUTHORIZED PATRONS	96
H243 OPERATE ELECTRONIC CASH REGISTERS	89
H231 COLLECT AND VERIFY FOOD STAMPS	89
H228 APPROVE PERSONAL CHECKS	87
H241 MAKE CHANGE FOR CUSTOMERS	87
H245 PERFORM CASH COUNT	76
H229 CLEAR ELECTRONIC CASH REGISTERS	74
H233 COLLECT AND VERIFY WOMEN, INFANT, AND CHILDREN (WIC) PROGRAM DOCUMENTATION	70
H237 ISSUE CHANGE FUNDS TO CASHIERS	67
H261 RESOLVE CUSTOMER COMPLAINTS DURING CHECKOUT	63
H239 MAINTAIN AF FORMS 183 (CIGARETTE PURCHASE CERTIFICATE)	59
H256 PROCESS VENDOR COUPONS	57
H255 PROCESS PERSONAL CHECKS	57
H234 DEPOSIT CASH RECEIPTS	57
H254 PROCESS FOOD STAMPS	54
H252 PREPARE REPORTS OF DEPOSITS	50
H240 MAINTAIN DISHONORED CHECK LOG	46
H264 VERIFY CHANGE FUND	44
H250 PREPARE CASH REFUND REPORTS	43
H263 VERIFY AUTHORITY OF PERSONNEL TO ENTER CON- TROLLED AREAS	43
H242 MONITOR CHECKERS	37
H238 LOAD PRICES INTO ELECTRONIC CHECK-OUT SYSTEM	37
H262 VERIFY AND SIGN CHANGE FUND RECEIPTS	37
H253 PROCESS DISHONORED CHECKS	37
H260 REQUEST POLICE ESCORT FOR TRANSFERRING FUNDS	35

TABLE A15

GROUP TITLE AND ID NUMBER: CASH CONTROL MONITORS, GRP296
 GROUP SIZE: 17 PERCENT OF CLUSTER: 31%
 AVERAGE NUMBER OF TASKS PERFORMED: 38

DAFSC DISTRIBUTION: 61231=29%, 61251=71%
 LOCATION: CONUS-76%, OVERSEAS-24%
 PREVALENT GRADES: E-3, E-4, E-5 PERCENT SUPERVISING: 12%
 PERCENT MEMBERS IN FIRST ENLISTMENT: 59%

AVERAGE MONTHS TIME IN PRESENT JOB: 7
 AVERAGE MONTHS TIME IN CAREER FIELD (TICF): 42
 AVERAGE MONTHS TOTAL ACTIVE FEDERAL MILITARY SERVICE (TAFMS): 54

THE FOLLOWING ARE IN DESCENDING ORDER BY PERCENT MEMBERS PERFORMING:

<u>GROUP DIFFERENTIATING TASKS</u>	<u>PERCENT MEMBERS PERFORMING</u>
H237 ISSUE CHANGE FUNDS TO CASHIERS	100
H241 MAKE CHANGE FOR CUSTOMERS	100
H236 IDENTIFY AUTHORIZED PATRONS	100
H245 PERFORM CASH COUNT	100
H232 COLLECT AND VERIFY VENDOR COUPONS	100
H243 OPERATE ELECTRONIC CASH REGISTERS	94
H256 PROCESS VENDOR COUPONS	94
H255 PROCESS PERSONAL CHECKS	94
H252 PREPARE REPORTS OF DEPOSITS	94
H240 MAINTAIN DISHONORED CHECK LOG	94
H254 PROCESS FOOD STAMPS	88
H229 CLEAR ELECTRONIC CASH REGISTERS	88
H231 COLLECT AND VERIFY FOOD STAMPS	88
H261 RESOLVE CUSTOMER COMPLAINTS DURING CHECKOUT	82
H234 DEPOSIT CASH RECEIPTS	82
H263 VERIFY AUTHORITY OF PERSONNEL TO ENTER CON- TROLLED AREAS	82
H264 VERIFY CHANGE FUNDS	76
H265 VERIFY SURCHARGE TOTALS AGAINST SALES TOTALS	76
H228 APPROVE PERSONAL CHECKS	76
H253 PROCESS DISHONORED CHECKS	71
H250 PREPARE CASH REFUND REPORTS	71
H262 VERIFY AND SIGN CHANGE FUND RECEIPTS	71
H239 MAINTAIN AF FORMS 183 (CIGARETTE PURCHASE CERTIFICATE)	71
H260 REQUEST POLICE ESCORT FOR TRANSFERRING FUNDS	71
H238 LOAD PRICES INTO ELECTRONIC CHECK-OUT SYSTEM	65
H235 DEPOSIT REIMBURSABLE FUNDS	65
H242 MONITOR CHECKERS	59

TABLE A16

GROUP TITLE AND ID NUMBER: CUSTOMER SERVICE MANAGERS, GRP384
 GROUP SIZE: 5 PERCENT OF CLUSTER: 10%
 AVERAGE NUMBER OF TASKS PERFORMED: 59

DAFSC DISTRIBUTION: 61251=60%, 61271=40%
 LOCATION: CONUS-60%, OVERSEAS-40%
 PREVALENT GRADES: E-6, E-5, E-4 PERCENT SUPERVISING: 80%
 PERCENT MEMBERS IN FIRST ENLISTMENT: 00%

AVERAGE MONTHS TIME IN PRESENT JOB: 9
 AVERAGE MONTHS TIME IN CAREER FIELD (TICF): 93
 AVERAGE MONTHS TOTAL ACTIVE FEDERAL MILITARY SERVICE (TAFMS): 124

THE FOLLOWING ARE IN DESCENDING ORDER BY PERCENT MEMBERS PERFORMING:

<u>GROUP DIFFERENTIATING TASKS</u>	<u>PERCENT MEMBERS PERFORMING</u>
H229 CLEAR ELECTRONIC CASH REGISTERS	100
H232 COLLECT AND VERIFY VENDOR COUPONS	100
H233 COLLECT AND VERIFY WOMEN, INFANT, AND CHILDREN (WIC) PROGRAM DOCUMENTATION	100
H234 DEPOSIT CASH RECEIPTS	100
H237 ISSUE CHANGE FUNDS TO CASHIERS	100
B68 ORIENT NEWLY ASSIGNED PERSONNEL	100
H256 PROCESS VENDOR COUPONS	100
H231 COLLECT AND VERIFY FOOD STAMPS	100
H236 IDENTIFY AUTHORIZED PATRONS	100
H261 RESOLVE CUSTOMER COMPLAINTS DURING CHECKOUT	100
H254 PROCESS FOOD STAMPS	100
H245 PERFORM CASH COUNT	100
H228 APPROVE PERSONAL CHECKS	100
H255 PROCESS PERSONAL CHECKS	100
H241 MAKE CHANGE FOR CUSTOMERS	100
D135 MAINTAIN TRAINING PROGRESS RECORDS, SUCH AS AF FORMS 623 (ON-THE-JOB TRAINING RECORD)	100
H243 OPERATE ELECTRONIC CASH REGISTERS	100
B81 SUPERVISE SUBSISTENCE OPERATIONS SPECIALISTS (AFSC 61251)	80
H252 PREPARE REPORTS OF DEPOSITS	80
H253 PROCESS DISHONORED CHECKS	80
H262 VERIFY AND SIGN CHANGE FUND RECEIPTS	80
H264 VERIFY CHANGE FUNDS	80
C108 PERFORM SELF-INSPECTIONS	80
H242 MONITOR CHECKERS	80
A12 ESTABLISH WORK SCHEDULES	80

TABLE A17

GROUP TITLE AND ID NUMBER: CASHIERS, GRP211
 GROUP SIZE: 26 PERCENT OF CLUSTER: 48%
 AVERAGE NUMBER OF TASKS PERFORMED: 19

DAFSC DISTRIBUTION: 61231=42%, 61251=58%
 LOCATION: CONUS-92%, OVERSEAS-8%
 PREVALENT GRADES: E-3, E-2, E-4 PERCENT SUPERVISING: 8%
 PERCENT MEMBERS IN FIRST ENLISTMENT: 81%

AVERAGE MONTHS TIME IN PRESENT JOB: 6
 AVERAGE MONTHS TIME IN CAREER FIELD (TICF): 17
 AVERAGE MONTHS TOTAL ACTIVE FEDERAL MILITARY SERVICE (TAFMS): 28

THE FOLLOWING ARE IN DESCENDING ORDER BY PERCENT MEMBERS PERFORMING:

<u>GROUP DIFFERENTIATING TASKS</u>	<u>PERCENT MEMBERS PERFORMING</u>
H232 COLLECT AND VERIFY VENDOR COUPONS	100
H236 IDENTIFY AUTHORIZED PATRONS	96
H228 APPROVE PERSONAL CHECKS	92
H231 COLLECT AND VERIFY FOOD STAMPS	92
H243 OPERATE ELECTRONIC CASH REGISTERS	88
H241 MAKE CHANGE FOR CUSTOMERS	81
H233 COLLECT AND VERIFY WOMEN, INFANT, AND CHILDREN (WIC) PROGRAM DOCUMENTATION	73
H229 CLEAR ELECTRONIC CASH REGISTERS	69
H245 PERFORM CASH COUNT	62
H237 ISSUE CHANGE FUNDS TO CASHIERS	46
H261 RESOLVE CUSTOMER COMPLAINTS DURING CHECKOUT	46
H239 MAINTAIN AF FORMS 183 (CIGARETTE PURCHASE CERTIFICATE)	46
H234 DEPOSIT CASH RECEIPTS	35
H254 PROCESS FOOD STAMPS	27
H255 PROCESS PERSONAL CHECKS	23
H256 PROCESS VENDOR COUPONS	23

TABLE A18

GROUP TITLE AND ID NUMBER: PRICE CONTROL CLERKS, GRP252
 GROUP SIZE: 6 PERCENT OF SAMPLE: 1%
 AVERAGE NUMBER OF TASKS PERFORMED: 11

DAFSC DISTRIBUTION: 61231=17%, 61251=66%, 61271=17%
 LOCATION: CONUS-83%, OVERSEAS-17%
 PREVALENT GRADES: E-3, E-4, E-5 PERCENT SUPERVISING: 00%
 PERCENT MEMBERS IN FIRST ENLISTMENT: 67%

AVERAGE MONTHS TIME IN PRESENT JOB: 6
 AVERAGE MONTHS TIME IN CAREER FIELD (TICF): 25
 AVERAGE MONTHS TOTAL ACTIVE FEDERAL MILITARY SERVICE (TAFMS): 54

THE FOLLOWING ARE IN DESCENDING ORDER BY PERCENT MEMBERS PERFORMING:

<u>GROUP DIFFERENTIATING TASKS</u>	<u>PERCENT MEMBERS PERFORMING</u>
M397 CONDUCT PRICE VERIFICATIONS	100
M398 CORRECT PRICING ERRORS	100
M238 LOAD PRICES INTO ELECTRONIC CHECK-OUT SYSTEM	100
M428 VERIFY PRICE CHANGES	83

TABLE A19

GROUP TITLE AND ID NUMBER: TRAINING TECHNICIANS, GRP186
 GROUP SIZE: 5 PERCENT OF SAMPLE: 1%
 AVERAGE NUMBER OF TASKS PERFORMED: 28

DAFSC DISTRIBUTION: 61271=100%
 LOCATION: CONUS-100%
 PREVALENT GRADES: E-7, E-6, E-5 PERCENT SUPERVISING: 20%
 PERCENT MEMBERS IN FIRST ENLISTMENT: 00%

AVERAGE MONTHS TIME IN PRESENT JOB: 16
 AVERAGE MONTHS TIME IN CAREER FIELD (TICF): 196
 AVERAGE MONTHS TOTAL ACTIVE FEDERAL MILITARY SERVICE (TAFMS): 198

THE FOLLOWING ARE IN DESCENDING ORDER BY PERCENT MEMBERS PERFORMING:

<u>GROUP DIFFERENTIATING TASKS</u>	<u>PERCENT MEMBERS PERFORMING</u>
D132 EVALUATE COURSE MATERIALS	100
D119 CONDUCT AIR FORCE COMMISSARY SERVICES (AFCOMS) TRAINING PROGRAMS	100
D139 PREPARE TRAINING PROGRAMS	100
D143 SCORE TESTS	80
D138 PREPARE LESSON PLANS	80
D136 PLAN TRAINING REQUIREMENTS	80
D122 CONDUCT MILITARY STANDARD REQUISITIONING AND ISSUE PROCEDURES (MILSTRIP) TRAINING	80
D117 ADMINISTER TESTS	80
D148 WRITE TEST QUESTIONS	80
D125 CONDUCT RESIDENT CONTINGENCY COURSE TRAINING	60
D133 EVALUATE SPECIALTY TRAINING STANDARDS (STS) OR COURSE TRAINING STANDARDS (CTS)	60
D134 EVALUATE TRAINING METHODS	60
D131 EVALUATE COURSE GRADUATES	60

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